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Belarus	Rs 1550	India	Rs 2500
Bulgaria	Stg. 45	Iceland	Rs 1500
Canada	CS 1.00	Iran	Rs 1500
Cyprus	CS 20	Jordan	Rs 500
Denmark	Dkr 8.00	Korea	Rs 10
Egypt	CS 1.00	Liberia	Rs 10
Fiji	Frs 25.00	Malta	Rs 10
Germany	DM 2.20	Morocco	Rs 10
Greece	Dr 100	Nigeria	Dr 100
Hong Kong	HK 12	Norway	Nkr. 8.00
Iraq	Dr 15	Netherlands	Dr 2.75
Italy	Dr 15	U.A.E.	Dr 6.50
		Yemen	Rs 10
			\$1.00

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Tuesday July 15 1986

No. 29,980

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## World news

## Business summary

### Israeli jets bomb mountain villages

### Guinness withdraws Distillers board plan

Four people were reported dead after Israeli jets bombed Palestinian bases in Druze-held villages in the mountains near Beirut.

Two Palestinian and two Druze fighters were killed according to Druze radio, but Palestinians put the toll at only one dead and 12 injured, including a five-year-old Lebanese boy. Page 4

Israel: Attorney General Yosef Harish is to press ahead with a police probe of the Shin Bet security service scandal after the Cabinet refused his plea for a state inquiry.

#### Court surrounded

Armed police surrounded a British court as a preliminary hearing began against Nezar Hindawi, a Jordanian journalist charged with trying to blow up an El Al airliner in London in April.

#### Banker resigns

Israel Discount Bank chief Raphael Regev resigned, ending a three-month battle to keep his job after an inquiry into a shares scandal called on him to step down.

#### Thatcher for Moscow

British Prime Minister Mrs Margaret Thatcher is to visit Moscow on a date to be arranged, it was announced after she met Soviet Foreign Minister Edward Shevardnadze in London. Page 24

#### Down to earth

Soviet commandos Leonid Kizim and Vladimir Solov'yov will return to earth tomorrow after four months in space, Tass newsagency announced.

#### US shuttle delay

The flight of an American space shuttle has been delayed until early 1988, Reagan Administration officials said.

#### Portuguese bombs

Two people died in an explosion at a block of flats in Lisbon as a bombing wave by suspected left-wing terrorists hit Portugal.

#### New Dutch Cabinet

Dutch Premier Ruud Lubbers named a new Christian Democratic-Liberal Cabinet of 14 members which met and announced that its priority would be a cut in unemployment. Page 3

#### New Hanoi leader

The Vietnamese Communist Party elected the country's 80-year-old President Truong Chinh as its leader to succeed Le Duan, who died last Thursday.

#### Sri Lanka toll

Eighteen Tamil guerrillas and six soldiers were killed in fighting in Sri Lanka's north-western Mannar district, a military spokesman said.

#### Typhoon kills 90

At least 90 people were killed and more than 700 injured when Typhoon Peggy hit the Chinese mainland on Friday, according to a Hong Kong Chinese newspaper. Page 25

#### 18 hurt in airliner

Passengers and flight attendants were tossed about the cabin when an Eastern Airlines jet bound for Miami from New York hit a pocket of turbulence, injuring 18 people.

#### Suez Canal record

The Suez Canal earned Egypt a record of more than \$1bn in the year ended June 30.

#### Greenpeace snub

Soviet leader Mikhail Gorbachev met an international panel of scientists speaking a comprehensive test ban, but the head of the Greenpeace environmental group was excluded from the talks.

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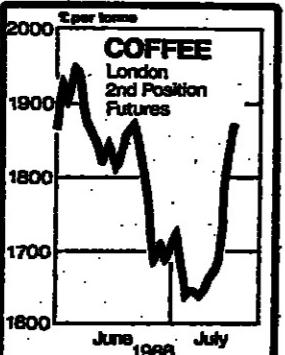
# Wall St, London and £ tumble as oil prices skid

BY GEORGE GRAHAM AND LUCY KELLAWAY IN LONDON

OIL PRICES continued to slide yesterday and drove sterling into a tail-spin. The pound fell 8% pennies to reach its lowest level against the D-Mark since February, pushing earlier signs of an imminent cut in UK interest rates into the background.

J. P. MORGAN, parent of Morgan Guaranty Trust, began the second quarter reporting session for the major US money centre banks by announcing a 50.8 per cent jump in net earnings to \$237m for the three months to end-June. Page 25

COFFEE prices rose further in London on concern about dry weather in Brazil. The September position closed 26p up to \$1,973.50 a tonne. Page 35



WALL STREET: at 3pm, the Dow Jones industrial average was down 23.77 at 1,797.64. Page 46

LONDON equities and gifts and the FT Ordinary index ended 2.74 lower at 1,309.2. Page 46

TOKYO prices rose sharply in heavy trading and the Nikkei stock average closed at a record 17,820.56. Page 45

DOLLAR fell in London to DM 2,1795 (DM 2,1800); SF 1,7700 (SF 1,7680); FF 10,3100 (FF 10,2925); and Y160.25 (Y161.35). On Bank of England figures the dollar's index was unchanged at 113.9. Page 39

STERLING fell in London to DM 2,1795 (DM 2,1800); SF 1,7700 (SF 1,7680); FF 10,3100 (FF 10,2925); and Y160.25 (Y161.35). On Bank of England figures the dollar's index was unchanged at 113.9. Page 39

GOLD fell \$25 to \$345.50 on the London bullion market. It also fell in Zurich to \$345.70 from \$348.10. In New York, the Comex August settlement was \$348.40.

NORWAY's balance of payments fell by falling oil prices and an over-heated economy, returned to the Eurobond market for the first time since 1978 with a \$500m fixed-rate issue on terms seen as aggressive by the market. Page 28

BANCAZI Group, beleaguered Dallas-based bank holding company which last month signed a letter of intent to sell its six North Texas banks to Gerald J. Ford's investment group, said it has reached a further agreement with United Bankers for the sale of its four loss-making Houston banks. Page 26

SINGLER Connection-based aerospace and marine equipment group, has finalised plans for the spin-off of its sewing and furniture operations and predicted a sharp rise in second-quarter earnings. Page 25

Mr John Akers, IBM chairman, said the second quarter results reflected "continuation of the business slowdown in the North American economy that began in 1985. Sluggish capital spending in North America and uncertainties about US tax reform legislation and transaction rules have negatively affected our orders and shipments."

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## IBM warns on earnings after second-quarter slide

BY ADRIAN DICKS IN NEW YORK

The IBM chairman said that business outside North America was stronger, with capital spending generally more positive.

"Without an improvement in capital spending in North America, it will be difficult to show earnings growth in 1986," Mr Akers said.

IBM reported firm demand for large processors and storage devices, despite the more uncertain outlook for business customers arising from the recent changes in US tax treatment of company outlays on plant and equipment. But Wall Street is more concerned about its personal computer business.

Last week the company announced price cuts of up to 18 per cent on some models, apparently in response to complaints from dealers that their profit margins were suffering because of the increased market share being taken by so-called "clones" - personal computers with many of the characteristics of IBM equipment and compatible with it.

IBM share prices, Pages 43-46

## HK Land may sell foods unit

BY GORDON CRANE IN LONDON

HONGKONG LAND, the biggest property group in the British-administered territory, yesterday signalled a surprise further step in its return from near-collapse in 1983 by revealing an outline plan to spin off its large foods division to shareholders.

At the same time, it announced that Mr David Davies, who as managing director has been widely credited with devising a successful programme of asset disposals, was leaving the company after completing 2½ years of a five-year term.

Mr Simon Kewick will remain as chairman both of Hongkong Land and of Jardine Matheson, its trading house associate.

Mr Davies stressed last night that his departure was "not contingent" on the proposed sale of Dairy Farm, which could raise more than HK\$1.76bn operating profits. At the end of December, Dairy Farm had shareholders' funds of some

Lex, Page 24

### Eta car bomb kills 8 in Madrid

By Tom Burns in Madrid

THE BASQUE separatist organisation ETA detonated a car bomb in Madrid yesterday, killing eight members of the Civil Guard police corps and injuring more than 40 people, including several passers-by.

The attack came on the eve of parliament reopening following the general election last month, and a day after officials revealed that an alleged ETA leader had been deported from France, where he had been serving a prison sentence, and had been confined to Gabon on Africa.

The target was a bus carrying young guardmen belonging to the Civil Guard's traffic school. It was on a routine early morning trip to the city's outskirts when the men were trained.

Police estimated that the bus was hit by 100 pounds of explosives, nuts, bolts and bicycle chains which had been stored in a parked van and which was detonated by remote control. A second bus, also carrying guardmen, narrowly escaped the full impact of the blast, but at least four bystanders, including a road sweeper, were seriously injured.

Worries have resurfaced, however, over the immediate effect of low oil prices on the UK's balance of payments. Many analysts now expect the drop in the value of North Sea oil exports to have stopped at \$12.25bn.

By contrast to the market's doubts, Mr Ahmet Hilmi Lukman, the Opec conference president and the Nigerian Oil Minister, said over the weekend that there was a "reasonable" chance that an agreement would be reached in Geneva on production-sharing between the 13 member-countries. The depressed price of oil would encourage "positive results" from the meeting, he said.

The drop through the psychological barrier of \$10 a barrel has reawakened the financial markets' anxieties about sterling's vulnerability to lower oil prices.

Since his budget in March, Mr Nigel Lawson, Britain's Chancellor of the Exchequer, has been at pains to point out that the perception of the pound as a petro-currency was exaggerated, since North Sea oil and gas accounted in 1985 for only 6 per cent of UK national income.

Investors appeared to have accepted this message, and sterling remained relatively buoyant - supported by much higher interest rates than other major nations.

Even after dropping 2.1 points in the last three trading days, the Bank of England's trade-weighted sterling index still stood at 73.4 yesterday only 6.7 per cent lower than its average in 1985. Oil prices, meanwhile, have fallen by 86 per cent.

Analysts, Page 15; money markets, Page 36; commodities, Page 33

Continued on Page 24

## Mitterrand 'no' to decree on privatisation

BY DAVID HOUSEGO IN PARIS

THE FRENCH Government's privatisation programme received a serious setback yesterday when President François Mitterrand announced that he would not sign the decree to give it legal effect.

Mr Mitterrand chose his traditional Bastille Day speech to provoke the first serious clash with the Government of Mr Jacques Chirac, the Prime Minister, since the right's victory in the legislative elections in March validated in France's first experience in "cohabitation".

Until now, Mr Mitterrand has gone to great lengths to avoid confrontations with the public opinion polls, which are now showing a clear majority in favour of privatisations.

Mr Mitterrand made no mention yesterday of his earlier threat not to sign privatisation decrees which included groups nationalised before 1981, such as the three main nationalised banks and the three major insurance groups.

Mr Edouard Balladur, the Minister of Finance, who is responsible for privatisation, has said that the 15 per cent limit on foreigners' holdings would

## EUROPEAN NEWS

David Marsh profiles an organisation intent on modernising its image and its way of working

## Interpol takes a step out of the shadows

**INTERPOL IS** moving out of the shadows. The 138 nation police organisation known to the public mainly through detective novels, is turning to new technology and modern working methods to step up its fight against international crime.

The organisation, set up in Vienna in 1923 and transferred to Paris after the war, is trying to shake off the weight of six decades of tradition in more ways than one.

It is preparing for a move in two years' time from its present bunker-like headquarters at Saint Cloud, west of Paris, to a sparkling new building in the south-east metropolis of Lyon.

It is bringing sophisticated electronic equipment to fight cross-border crimes ranging from terrorism and narcotics to banking swindles and credit card fraud.

In line with the increasing political fury over terrorism, the organisation is adopting a studiously higher profile with governments to convince six industrialised country paymasters of the usefulness of its role.

The organisation is now firmly aware that it is at the front line. The Interpol building was tapped by radio masts in a quiet residential street was hit by a bomb blast in May. The commando attack by France's Action Directe urban guerrilla group which also carried out

last week's bombing at an annex of the Paris police headquarters, killing an inspector and injuring more than 20 other people, did FFr 4m to FFr 5m worth of damage.

"We have to work to preach the gospel," says Mr Raymond Kendall, the bluff 32-year-old Special Branch police officer from the UK's Scotland Yard who took over last October as Interpol's secretary general.

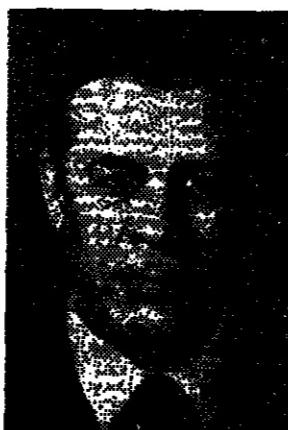
Mr Kendall says that political efforts to combat terrorism — given prominence by the European Community and the Tokyo summit — should not lead to alternative organisations being set up which could bypass Interpol.

But Interpol's members, he adds, "must be prepared to accept from now on that for everything they expect from us, they should be prepared to pay for it."

Interpol is at present run on a relative shoestring. Its budget is around FFr 60m (£3.6m) a year, supporting a staff of 220, of which 60 are police officers from 40 countries.

Mr Kendall stresses that Interpol's role is to provide technical services through collaboration in communication between police forces rather than to get involved in politics.

Although it hits the headlines, terrorism is at most 10 per cent of Interpol's work. Another 20 per cent is violent crime. Drugs trafficking takes 30 per cent and fraud and



John Simpson (left), the US president of Interpol, and Raymond Kendall, from Britain's Special Branch, who is secretary general

economic crimes another 30 per cent.

Interpol has been hampered in the past by widely differing legal and police systems among its members. They include not only the industrialised bloc (the US, Britain, France, West Germany, Italy and Ireland), which bear the main funding burden with about 5 per cent of the budget each) but also countries as diverse as China, Iran, Libya, Chile and Syria.

The US above all has backed efforts to strengthen Interpol. The organisation's president since September 1984 has been Mr John Simpson, head of the



John Simpson (left), the US president of Interpol, and Raymond Kendall, from Britain's Special Branch, who is secretary general

US secret service.

This elegantly tough Boston man has been called upon by the Reagan Administration to give the organisation a more "aggressive" function allegedly lacking under the French secretary-general who, before Mr Kendall's arrival, had run Interpol's day-to-day operations continuously since 1984.

A landmark was passed in 1984 when the organisation's general assembly decided that Interpol could intervene in cases of politically motivated crime committed outside the original zone of conflict. Previously, Interpol's Article

3, proscribing investigations into dossiers with political, military, religious or racial overtones, effectively prevented involvement in anti-terrorism activities.

Mr Simpson says that Interpol this summer has already been involved in several notifications of terrorist activity, such as the warnings given in May over bombs suspected on Cross Channel ferries. "We are doing a decent job — we will continue and get better," he says.

As an indication of how Interpol can maintain police cooperation with countries with which the West's political ties are strained, Mr Kendall says that Libya gave a "satisfactory response" to questions about the terrorist attack on the Vienna airports earlier this year. He plans to visit Libya later this year, following up a long-standing invitation, to see how Interpol's contacts with the Libyan police can be developed.

He says: "I do not anticipate any problems."

An increasing part of Interpol's work focuses on forging contacts with banks and professional organisations which may be victims of unwitting accomplices in fraud, including oil companies, large corporations — shunting large amounts of cash, household goods and cars.

The difficulty is that the police cannot deal with all these matters themselves," says Mr Kendall. "So banking institutions or credit card organisations are creating special

sections to deal with this type of crime. We must have close contact with these people to make sure they are not moving too much into police areas."

Aided by a special FFr 12m budget to be spent on modernising Interpol's 10-year-old computer system, Mr Kendall is at last getting down to the long overdue task of putting the organisation's central records on computer tape.

By the time the process is completed, Interpol's file of 2m people suspected or convicted of犯 international crime will have been reduced by half, he says.

All the new equipment being introduced at Interpol—including word processors to speed up writing Wanted notices in Arabic, English, French and Spanish—will be transferred to Lyons.

Even though the futuristic new building exists as yet only as an architect's model, Mr Kendall hopes construction can be accelerated, allowing the move to be completed by July 1988. The FFr 12m head-quarters land is being provided free by the Lyons city council, containing extra wings for a library, a conference room, a cafeteria, a lounge for tourists. But the building will be surrounded by a high, thorn bushes, electronic protection devices and, under a promise already made to the mayor of Lyons, extra police reinforcements.

## Japanese workers well ahead in getting on the road

BY WILLIAM DULLFORCE IN GENEVA

A SOUTH KOREAN worker in a car factory has to work nearly four times as long as his US counterpart and almost twice as long as a British car worker to earn enough to buy a car.

As far as private transport goes, however, the Japanese car worker is the best off. He has to put in only 582 hours to be able to afford a car, compared with 769 hours for his US colleague, 1,380 hours for a Briton, 1,740 hours for an Italian and 1,910 hours for a Frenchman.

The "car" in question in each case is the one most likely to be bought by a metalworker in his country.

These comparisons are contained in the latest annual survey of the purchasing power of its members' working time published by the International Metalworkers' Federation (IMF) which represents 15m workers in 70 countries.

The IMF tries to measure how long workers in different countries and different industries have to work to earn enough to buy various commodities and cars.

It finds that the purchasing power of its Japanese members is broadly equivalent to those in Europe although both fall short of North American workers' purchasing power. Some findings conflict with common assumptions. Thus, it is not the Australian or Argentine mechanical engineering worker who works the shortest time for a kilogram of medium-quality beef. The US worker

needs only 17 minutes over a car factory has to work nearly four times as long as his US counterpart and almost twice as long as a British car worker to earn enough to buy a car.

The Japanese counterpart has to put in two hours 29 minutes for his next ration against one hour 49 minutes for the Frenchman and one hour 14 minutes for the West German.

Nor, as might be supposed, are the Japanese better off with fish. In the mechanical engineering industry a kilogram of fish costs a Japanese two hours 10 minutes, while the same cost one hour for the Briton, 97 minutes for the West German and 271 minutes for the US worker. The Dane does best: he works only seven minutes for his kids.

The IMF finds that the gap between South Korean and other Asian industrialised countries has widened over the past year. In the electrical industry, a Korean has to work 337 hours to afford a refrigerator compared with 176 hours by the Singaporean and 130 by the Japanese.

The newly industrialised countries in Asia have caught up with Europe in many areas. An electrical industry worker in Hong Kong needs 28 hours 15 minutes to buy an overcoat compared with 36 hours 15 minutes in Italy, 33 hours 30 minutes in Belgium and 46 hours in France.

The Briton gets away with 26 hours for his overcoat and the West German with 18 hours 15 minutes.

## Help for small business promised by Commission

BY WILLIAM DAWKINS

THE EUROPEAN Commission has put forward two measures to help small businesses raise venture capital internationally and to attract risk equity to commercialise the fruits of EEC research projects.

Mr Abel Matutes, commissioner responsible for small business, has promised to increase and more secure funding for the experimental Venture Consort scheme. Set up 18 months ago, the scheme provides grants of up to Ecu 300,000 (£192,000) for risk investments handled by members of the European Venture Capital Association (EVCA) on condition that the total backing come from more than one country in the Community.

Venture Consort, which initially aid to 30 per cent of individual equity investments, has so far received Ecu 3.5m (£2.1m) informally from the Commission department backing the scheme. Mr Matutes said during a meeting with Mr Neil Cross, EVCA's chairman, that the scheme would be allocated

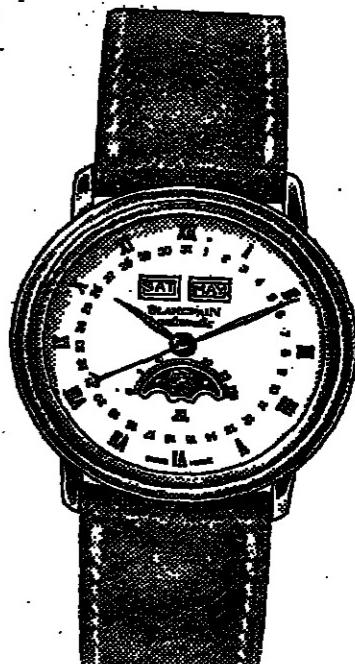
Ecu 5m in next year's budget thereby according it full official support.

The scheme has channelled Ecu 2.5m into 15 selected venture capital deals so far. It is held up as a model of European attempts to help small businesses overcome market barriers within the Community so that they can grow as fast as US entrepreneurs in less restricted domestic markets.

Investors in successful Venture Consort-backed projects must refund half of their profit if the enterprise fails.

Mr Matutes also agreed at the EVCA meeting to extend the recently announced Eurotech scheme to venture capital schemes in other sectors. It is to commercial bankers as originally proposed. Eurotech due to come into effect next year, will provide a 50 per cent guarantee up to a combined total of Ecu 150m for investments in projects emerging from Community technology research programmes.

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Nigel Mansell

## EUROPEAN NEWS

**Romania close to accord with banks on deferring debt**

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

**ROMANIA** IS close to an agreement with its main commercial bank creditors that will allow it to defer some \$850m in debt repayments falling due this year and next.

The payments affected are part of the principal rescheduled by the banks in 1982 and 1983 and which is now falling due. Romania will tell its bankers it cannot afford to make them because its resources have been squeezed by a heavy debt repayment programme and because of a foreign exchange shortage caused in part by the impact of the Chernobyl nuclear disaster on its foreign trade.

Romania traditionally operates with very low reserves and bankers say the available foreign exchange has sunk to around \$200m or even less. In May it missed one of the principal repayments now being rescheduled and has been temporarily stretching out some other payments due this year.

At a meeting in London last week the bankers said they came close to an agreement to defer the principal repayments which involve \$850m due this year and \$850m due next, but the two sides have yet to settle the final maturity and interest margin that will be applied to the debt. Romania is currently paying a margin of 13 per cent over London interbank rates.

Though it involves an adjustment to an existing rescheduling agreement, Romania's deferment request is not regarded as particularly problematical. Besides the loss of agricultural sales to the West because of the Chernobyl disaster, the country has been squeezed suc-

cessively by two bad winters and a drought, as well as by delayed payments from its own creditors in the Middle East.

Yet it still expects to run a substantial \$1.2bn current account balance of payments surplus this year — enough for it to meet other regularly scheduled debt service payments — and has managed to reduce its total foreign debt to \$8.6bn at the end of last year from \$10.1bn at the end of 1981.

One banker involved in the negotiations said yesterday that the principle problem was that Romania had been "over-reliant" in its determination to reduce its foreign debt. Had not done so it would have been able to build up reserves to the point where it did not face periodic cash shortages and could continue to meet its obligations under the rescheduling, he said.

Once agreement on terms of the debt deferral is struck between the two sides in the next two weeks, it will have to go for approval from 250 creditor banks worldwide. The International Monetary Fund is not being asked to become involved, partly because Romania now has a balance of payments surplus and partly because of the conditions it would seek to impose, including a build-up of foreign exchange reserves through a slowdown in the rate of debt repayment.

Romania's need to defer payment to the bank creditors has none the less delayed its full return to international creditworthiness after the country last year obtained a \$150m credit on a voluntary basis from a group of bank creditors.

**Lubbers cabinet faces struggle over the budget**

BY LAURA RAUW IN THE HAGUE

**MR. RUUD LUBBERS**, the Dutch Prime Minister, and his new cabinet sworn in yesterday face a battle against high unemployment and a growing budget deficit.

The Prime Minister told a lively news conference yesterday that the biggest risks are that the budget economy could overshadow the urgent need for budgetary discipline and that partisan politics could split the government.

The 14-member cabinet held its first meeting yesterday to consider the 1987 budget, which will be unveiled officially in September. The budget deficit will be allowed to rise by about half a percentage point to 8 per cent of net national income next year, and then must fall in yearly steps to 5.25 per cent by 1990.

The centrist Christian Democrats and right-of-centre Liberals reached agreement last week in a set of economic and social policies for the next four years, most of which are a continuation of past policies. That followed two months of painstaking and wide-ranging negotiations after Mr Lubbers'

Christian Democrats won a stunning victory in last May's election.

The cabinet looks much like the previous one, with 10 ministers returning and most of them to their old portfolios.

New appointments have been made to the Economic Affairs, Defence, Home Affairs and Environment portfolios.

The Christian Democrats gained one cabinet seat for a total of nine while the liberals lost one for a total of five due to the election results, prompting Mr Lubbers' concern over partisan politics.

The full cabinet list is as follows: Prime Minister, Mr. M. Lubbers; Economics Minister, Mr. R. Hofstede; Home Affairs, Mr. Cees van Dijk; Foreign Affairs, Mr. Hans van den Broek; Justice, Mr. Frits Kortekaas; Alters; Education, Mr. W. J. Deetman; Finance, Mr. H. Onno Rooding; Defence, Mr. Vim van Eekelen; Environment, Mr. Ed Nijhuis; Transport, Mrs. Neeltje Smit-Kroes; Agriculture, Gerrit Brinkman; Labour, Mr. Jan de Koning; Culture, Mr. Eelco Brinkman; and Development Aid, Mr. P. Bakker.

**Foreign banks angry at new squeeze by Lisbon**

BY DIANA SMITH IN LISBON

**FOREIGN BANKS** which opened in Lisbon after the liberalisation of banking in 1984 are re-examining their investment closely in the light of a decision by Mr. Miguel Cadilhe, the Minister of Finance, to increase to Es 2.5bn (\$1bn) the minimum capital requirement, a rise of 86 per cent.

Banks have a year to pay and are complaining angrily. The public excuse for abrupt escalation in the banks' starting point is "extra liquidity" of the 1984 figure and a need to ensure "solid" institutions. Less publicly, the Ministry admits to a desire to protect unprofitable nationalised banks from a competitive onslaught by flexible new Portuguese and privately-owned Portuguese banks.

The sudden change in minimum capital requirement, which makes Portugal's tiny market more expensive than Spain's large diversified one, is the third Finance Ministry squeeze on new banks in less than a month.

In June, when two new privately-owned Portuguese commercial banks offering high interest current accounts paying between 7 and 20 per cent have been open for less than a month, the minister ordered banks to pay no more than 4 per cent on current accounts. It was felt that the market must not be aggravated.

Later that month, when interest as a whole was cut by 3 per cent the Bank of Portugal's discount rate was only cut by 1.5 per cent, giving the edge on the interbank market to nationalised banks with voluminous time deposits and excess liquidity, and tightening the margins of foreign and new Portuguese banks, which have avoided cumbersome time deposits.

Faced with the latest measure, foreign banks are asking when the minority Government of Prof. António Cavaco Silva will give free rein to market forces to which it swore allegiance when coming to power late in 1985.

**Norway floats \$400m loan**

By Fay Gjester in Oslo

**THE NORWEGIAN** state has floated its first foreign loan for six years — a \$400m issue. A central bank official said "very good terms" had been obtained. The loan is the first of several Norway is expected to raise on the international markets this year, under a Nkr 7bn (\$618m) authorisation granted recently by parliament.

Mr. John Tvedt, of the Bank of Norway, said Norway had "plenty of liquidity" with foreign currency reserves at around Nkr 70bn, but it would need the funds later, as the effects of low world oil prices began to make themselves felt.

**Refugees from Third World worry Bonn****Kremlin gives Nixon lukewarm reception**

BY ALISON SHALE IN MOSCOW

**FORMER PRESIDENT** Richard Nixon, who is in Moscow on what is described as a private, fact-finding visit, has found his reception from the Kremlin a little cooler than on his last trip for a summit with Mr. Leonid Brezhnev in June 1974.

Then, although disgraced at home by the Watergate affair that forced his resignation only six weeks later Mr. Nixon was feted in the Kremlin and taken to the exclusive Black Sea resort of Yalta.

Now, with his reputation in the US apparently improving, Mr. Nixon has found his Moscow visit disturbed by an old trouble — events in Vietnam.

The death last week of Vietnamese leader Le Duan took Mr. Nixon, who arranged Mr. Nixon's trip, to Hanoi for the funeral — and left Mr. Nixon waiting for his promised appointment with the former Washington ambassador who is now considered to be the Kremlin's top foreign policy adviser.

As the architect of detente with Mr. Brezhnev in the 1970s, Mr. Nixon never lost standing here as he did over Watergate at home.

• An American scientist who was one of a group meeting with Mr. Gorbachev yesterday said that the Soviet leader was under "great pressure" to resume nuclear tests on testing expires on August 6.

Mr. Frank Von Hippel, a physicist who is a professor at Princeton University, indicated that the pressure came from the Soviet military, who are said to be concerned that the one-sided moratorium, that will be a year old on August 6, has weakened their strategic position against the Americans.

To fill in the time, Mr. Nixon attended a reception at the US ambassador's residence where he played "God bless America" on the Steinway piano and consoled attending losers from the Goodwill Games with the words, "I've won and lost a few myself."

On Monday, Mr. Nixon was handing out autographs at a Moscow conference to continue his moratorium.

**WITHOUT US— AMERICAN HOSPITALS WOULDN'T BE SUCH SHARP OPERATORS**

Hospitals, like other organisations, depend on unfaltering support services. In this way, the medical staff can concentrate exclusively on what they have been trained for: caring for the sick.

These crucial support services in a great many hospitals around the United States of America, as well as across Europe, are provided by BET companies.

To some of them Initial supplies hermetically sealed, sterile surgical packs containing gowns, gloves, masks and other items for operating theatres.

Efficiently, BET supports its commercial, industrial and public sector customers around the world. Its tightly knit group of strategically related businesses all aim to provide the highest standards of service.

Evidence of the success of its policies is reflected in the company's performance and in its recent series of carefully chosen acquisitions — all on agreed terms in line with its stated strategy.

BET's latest successful bid was an agreed offer for Shorrock plc, a world leader in the design and installation of sophisticated security systems.

The offer has now become unconditional and Shorrock shareholders are welcome to use BET's toll-free shareholder and employee information line — 0800 289 629 — for any queries.

Meanwhile, if you spot a patient in an American hospital drinking orange juice

it was probably brought there by one of our United Transport tankers.

**BET**  
HEALTHY SERVICES

## NOTICE OF REDEMPTION

To the Holders of

## WESTPAC BANKING CORPORATION

## 12½% Subordinated Bonds due 1992

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Trust Deed dated January 31, 1985, \$1,000,000 principal amount of the above described Bonds has been selected for redemption on August 15, 1986 at a redemption price of 101% of the principal amount thereof, together with accrued interest to said date, as follows:

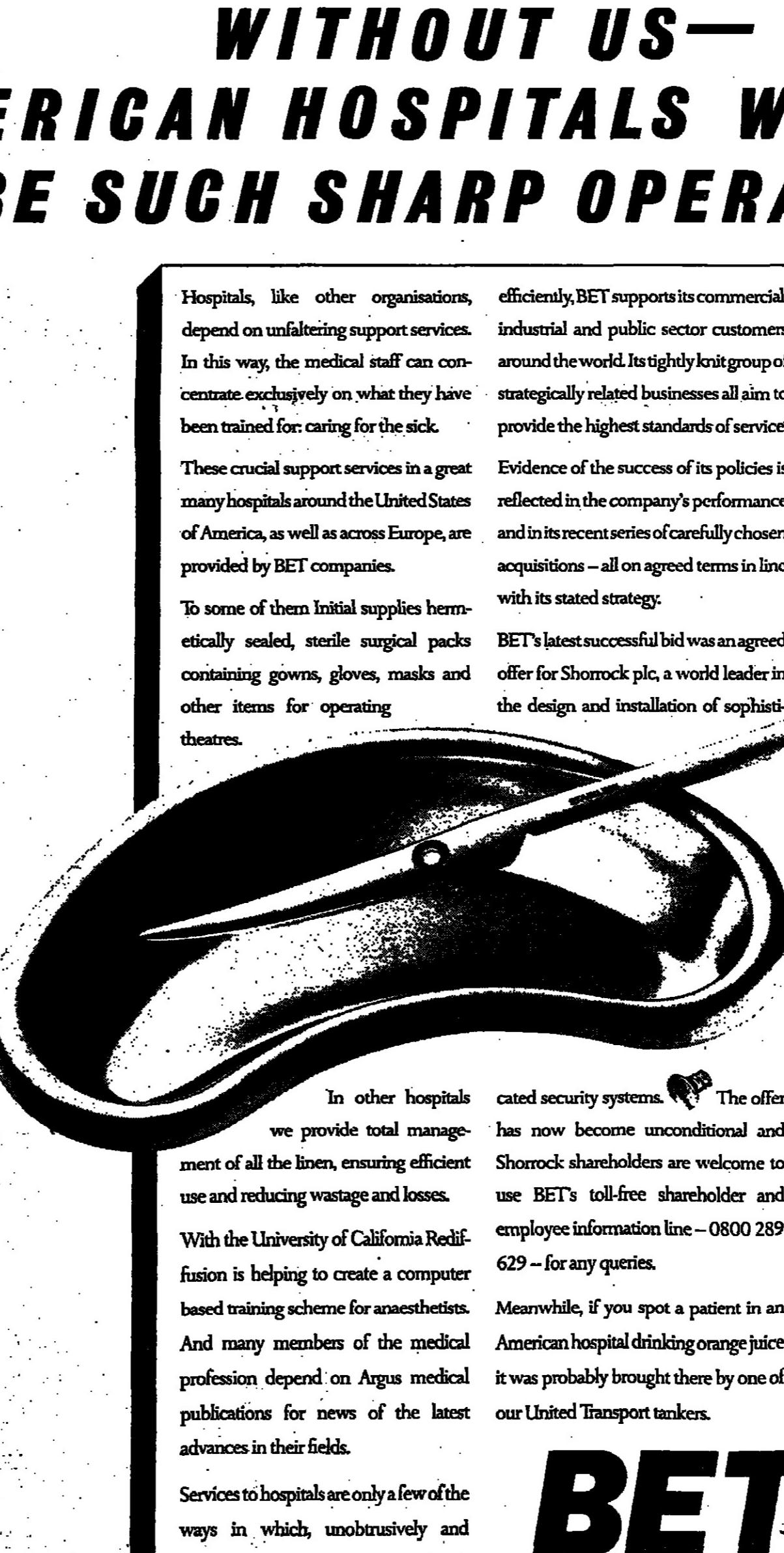
BONDS OF U.S. \$5,000 EACH									
158 1587	2847	4103	5516	6547	7016	12198	13395	15004	16151
168 1618	2945	4234	5526	6574	7086	12257	13395	15013	16160
169 1604	3147	4262	5526	6574	7086	12257	13395	15012	16159
371 3710	3245	4262	5526	6574	7086	12257	13395	15011	16158
477 4779	3248	4275	5529	6579	7093	12257	13395	15010	16157
625 6248	3348	4275	5529	6579	7093	12257	13395	15009	16156
729 7257	3348	4275	5529	6579	7093	12257	13395	15008	16155
799 7949	3356	4274	5529	6579	7093	12257	13395	15007	16154
990 9288	3741	4742	6043	7404	8610	13074	14023	14716	15005
1149 11490	3741	4742	6043	7404	8610	13074	14023	14715	15004
1249 12497	3742	5103	6393	7729	9004	13048	14065	14713	15003
1413 14131	4040	5267	6692	7729	9181	13048	14065	14712	15002
1478 14781	4040	5267	6692	7729	9181	13048	14065	14711	15001
1543 15431	4040	5267	6692	7729	9181	13048	14065	14710	15000
1579 15791	4040	5267	6692	7729	9181	13048	14065	14709	15003

On August 15, 1986, the Bonds denominated above will become due and payable as aforesaid in such amounts and at the times of payment as at the time of payment shall be legal tender for public and private debts. The said Bonds will be paid in full, plus accrued interest to said date, with coupons due January 31, 1987, and subsequent interest, at the option of the holders subject to applicable laws and regulations, at the main offices of Morgan Guaranty Trust Company of New York in Brussels, Frankfurt (Main) or London, or Kredietbank S.A. Luxembourg in Luxembourg, or Swiss Bank Corporation in Basle. Payments at the offices referred to above will be made by a check drawn on, or by a transfer to, a United States dollar account maintained by the payee with a bank in New York City. Any payment made by transfer to an account maintained by the payee with a bank in the United States may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding of 20% of the gross proceeds if payee is not a resident alien or a citizen of the United States. If payee fails to furnish the IRS with a valid IRS Form W-9, certifying under penalties of perjury that the payee is not a United States person or an executed IRS Form W-8, certifying under penalties of perjury that the payee's tax identification number is correct, a tax deduction of 30% of the gross amount will be withheld. If payee is a corporation, partnership, estate or trust, payee must furnish IRS Form W-8B, certifying under penalties of perjury that the payee's tax identification number is correct. Those holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may also be subject to a penalty of \$50. Please therefore provide the appropriate certification when presenting your securities for payment.

On and after August 15, 1986 interest shall cease to accrue on the Bonds herein designated for redemption.

WESTPAC BANKING CORPORATION

Dated: July 15, 1986



## FINANCIAL TIMES

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## OVERSEAS NEWS

## S Africa strike call brings mixed response

By Bernard Simon in Johannesburg

**BLACK WORKERS** in South Africa responded patchily yesterday to trade union calls for a day of industrial action in protest against the month-old state of emergency.

Attendance at the country's 7,000 black schools was also uneven as they re-opened after a prolonged mid-year break amid tight security.

The work stoppage and disruption was called by the Council of South African Trade Unions (Cosatu), the country's largest black union grouping, appeared to be most effective in the eastern Cape and at factories in other places where Cosatu-affiliated unions have strong representation.

General Motors closed its plant in Port Elizabeth at mid-morning after about 2,000 workers walked off their jobs. Similar actions were reported by several other companies.

On the other hand, many employers in the Johannesburg area reported uninterrupted operations with near full attendance.

The authorities made one concession to Cosatu by releasing the group's president, Mr Elijah Barayi, last Friday after two weeks in detention. The Government has imposed a number of restrictions on Mr Barayi's activities.

The reopening of black schools was accompanied by strict new rules on discipline. There was confusion in some schools, however, when the authorities failed to issue identi-

## Australian oil workers call off strike in two states

OIL workers in two Australian states yesterday called off a strike which had brought serious fuel shortages. The workers accepted a pay and retirement deal union officials told Reuters.

But 600 workers in New South Wales, the third state hit by the strike, will not vote on a deal until tomorrow, the Federated Stewards and Packers Union (FSPU) said. However, the union added that the workers were expected to follow the lead of Victoria and South Australia.

## Currency reserves top India's forecast

By K. K. Sharma in New Delhi

**AGAINST ALL** expectations, India's foreign exchange reserves rose by Rs 5.7bn (\$200m) in fiscal 1985-86 despite a record trade gap of an estimated Rs 75bn.

The reserves at the end of March increased to Rs 88.9bn compared to Rs 83.1bn at the end of March 1985, and the bulk of the rise came towards the end of the fiscal year.

Finance Ministry officials are still analysing the reasons for this dramatic and unexpected rise, but sources say this is at least partly due to the fall in the world prices of crude. India made a number of spot deals this year for part of the roughly 15m tonnes of crude and petroleum products imported each year to take advantage of the easy market conditions for oil.

Other reasons are said to be a massive rise in remittances by non-resident Indians. The Government has recently drawn up a number of incentive schemes, including a high rate of interest on convertible bank deposits to attract remittance.

This has attracted substantial bank deposits, with the Indian money market in the last few months because of the relatively low level of interest rates in world money markets.

The improved reserves position has considerably eased the pressure on the balance of payments and gives India's policymakers some breathing space to tackle the record trade gap. The trade deficit is mainly due to a 10 per cent fall in exports and a 17 per cent rise in imports last month.

One of the main results of the improved reserves position is that the Government has been able to resist pressures to place restrictions on imports of capital goods and components which have been liberalised in recent years to enable Indian industry to modernise.

India has a cushion of some seven months worth of imports in foreign exchange. This is considered a comfortable margin and will enable India easily to meet such debt repayments of the \$4.2bn loan taken five years ago from the International Monetary Fund.

The comfortable reserves position is also expected to further improve India's creditworthiness at a time when it plans to increase its borrowings last week.

## Israel bombs Palestinian bases

By NORAH BOUSTANY IN AINAR, LEBANON

**ISRAELI** fighter planes struck at a hill yesterday knocking out two guerrilla bases, killing one guerrilla and wounding 12 other people in the mountains south east of Beirut.

It was the latest Israeli raid to Beirut this year and the second since the Israeli invasion in 1982. The Israeli aircraft direct hit on two buildings housing the Popular Front for the Liberation of Palestine (DFLP) on a hillside overlooking the Druze-held village of Ainab Chehoun and Bayoush about 15 km from the capital.

The hills provide access from the Syrian-controlled Bekaa Valley to the coastal highway to southern Lebanon. The air strike came four days after Israel raided three Syrian-backed guerrilla bases in the Palestinian refugee camp of Ain al Helwah, in retaliation for a sea-borne operation hours earlier near Israel's northern border.

Mr Muhamad Nawfal, a Palestinian member of the DFLP, surveying the debris at Ainab Chehoun, said the Israeli had dropped "1,000-pound incendiary bombs and rockets" in four different sweeps over the guerrilla

operation. Mr Nawfal said:

"This has been the real response. The Israeli leadership also wanted to show through this attack that it is a determining factor on the Lebanese scene and that it would not allow any security arrangements to succeed unless they serve its interests."

A yellow bulldozer lifted large stone blocks from a collapsed mountain house

cracked in the nearby woods

and the smell of burning pine

smoke filled the air. Guerrillas

still dash back from the 20-minute raid, in which eight Israeli jets were used, said one of their comrades who was missing and could be trapped under rubble.

A 17-year-old Palestinian

fighter, who gave his name as Abu Nabil, was still visibly shocked as he stood nursing a bleeding mouth and neck, his head wrapped in blood-stained gauze. He said fellow fighters had been given strict orders to spread out in the bushes since the commando operation mounted by PFLP guerrillas and a member of the pro-Syrian National Syrian Party against Israeli soldiers last week.

Truong Chinh, widely regarded as one of the most hardline and militant of Vietnam's leaders, was elected yesterday as General Secretary of the country's ruling Communist Party, agencies report from Bangkok. He succeeded Le Duc Tu, who died last week.

Truong climbed slowly back

into favour after falling from power in the 1980s because of his ruthless land reform programme.

However, Western diplomats said yesterday that because Truong is 79, the man he may be succeeded

by is likely to be a leader holding the post only until the next party congress in November.

## Hardliner takes over in Vietnam

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## More Gujarat riots

Indian Prime Minister Rajiv Gandhi yesterday sent Mr P. Ganeshwaranathan, Minister for Internal Security, to the western state of Gujarat to investigate violence continued for a ninth successive day, writes K. K. Sharma from New Delhi. More cases of stabbing and rioting were reported in Ahmedabad, centre of the state's textile industry, and other towns in Gujarat, with the death toll rising to nearly sixty in violence between Hindus and Moslems. The army has been put on alert.

## Tamil peace setback

Sri Lanka's main opposition party yesterday rejected a Government-proposed plan to end the island's communal conflict as fighting between security forces and Tamil separatists took 24 lives in the Northwest, writes Reuter from Colombo. The decision by President J. M. Jayewardene presented for a second round of discussions with Tamil politicians.

## Suez earnings rise

The Suez Canal has for the first time earned Egypt more than \$1bn according to Mr Ernest Adel, the canal authority's chairman. He said in an interview in the Cairo newspaper Al-Masry Al-Youm on June 29 that the company's earnings had increased 15% despite a reduction caused by the Gulf war in the number of oil tankers.

## Violence prompts protests in Brazil

By Ivo Davaris in Rio de Janeiro

PUBLIC protests are growing in Brazil at the rising tide of urban violence and the apparent lack of power of politicians to tackle the issue, now universally regarded as a crisis level.

A survey, published yesterday, that more than 38 per cent of the 500 citizens interviewed had been victims of some kind of assault. Over 60 per cent of respondents—taken from a cross-section of all classes and backgrounds—claimed that those relative had suffered an attack.

Reports of robberies, sometimes of whole buses of commuters, or the systematic pilaging of apartment blocks are often ignored by the press as inconsequential. Homicides in Rio are more frequent than traffic fatalities, though the police refuse to release full data.

Confiscated firearms in police stores now number some 15,000 and range from the latest Israeli submachine-guns to 19th century flintlocks. Their number is rising by some 800 a month.

Last month a shanty dweller, who alleged police harassment and appealed for protection, the authorities, was shot dead—his family claim by the police—against whom he intended to testify. In São Paulo last week, clashes between police and striking crop pickers left two dead.

In the rural areas, fighting provoked by the land reform issue has run up a death toll in the hundreds over the past two years.

This rise in violence has sparked claim and counter claim between politicians and parties as the country gears up for the November federal and state elections. The fierce clashes have taken place between Mr Paulo Brusard, the Justice Minister, and Mr Lionel Brizola, the Governor of Rio de Janeiro state and the Government's most prominent opponent.

Mr Brusard, last month accused the governor of failing to tackle the crime problem, adding that Rio suffered more violence than all the incidents arising from land reform taken together. Mr Brizola has angrily refuted the claim, but last week he replaced his police chief and appeared ready to introduce new measures to tackle crime.

## AMERICAN NEWS

## Reagan and Congress tackle crowded political agenda

By STEWART FLEMING IN WASHINGTON

THE US CONGRESS returned to work yesterday on a host of issues which will test President Ronald Reagan and his Republican Party allies ahead of November's mid-term Congressional elections.

The White House believes that President Ronald Reagan can use the radical reform of the US tax system to bolster his own continuing popularity and help the Republicans retain control of the Senate.

The battle for political advantage on the tax reform issue will open after this weekend. Conference committees of the House and Senate will begin to hammer out a compromise version of the two bills which have passed the House and the Senate.

But if Mr Reagan hopes to command the tax reform debate, helped by his shrewd decision after the 1984 presidential election to make tax

reform a top domestic priority, he will find it more difficult to defend his political priorities in other areas.

His position is undermined by the failure of the US economy to emerge from two years of sluggish growth. Any continuation of Wall Street's sharp decline would focus attention on economic weakness.

The economic background could make it harder for the President to fight his programme in Congress if deeper cuts in defence spending are part of the package to contain the federal budget deficit.

By striking down earlier this month the automatic spending cut provisions of the Gramm-Rudman-Hollings budget reform law, the Supreme Court has

thrown back to Capitol Hill the budget resolution which he had agreed to for 1987 budget which will meet the \$144bn deficit target the law establishes.

Sluggish growth means that achieving this target will be more difficult. It is widely assumed that the \$17.6bn of cuts for 1988 already made under the now unconstitutional law will not be ratified by Congress through the normal legislative mechanisms. But on August 15, just as Congress is due to vote on the budget, official projections may show that a second round of cuts is needed.

Defence will be an area to which many on Capitol Hill are likely to turn in search of more savings.

In the budget resolution which has already been approved by the House and the Senate, Mr Reagan's ambitious \$320bn defence budget request has been rejected in favour of a figure of \$292bn, and there are

preliminary indications that what Congress committee will do to withdraw the detailed spending decisions White House priorities such as the Strategic Defence Initiative are likely to be trimmed back significantly.

The weakness of the US economy, which is increasingly being blamed by politicians here on the failure of America's industrial country trading partners to grow faster, seems likely to intensify pressures on Capitol Hill for the passage of essentially protectionist trade legis-

lation. The Administration is resisting these pressures which are coming from both Republicans and Democrats.

It is far from clear, however, that its position resisting legislation while taking a tough line with its trading partners on specific issues will be sufficient to prevent its political enemies making trade a potent political issue at least at the regional and local level at which Congressional elections are held.

Mr Reagan is also facing an incident report on Capitol Hill to the Administration's policy of "constructive engagement" in South Africa. Significantly Senator Robert Dole, the Republican Senate majority leader, last week questioned the Adminstration's stance.

One question which is being asked in Washington is how Congress will find the time to address this broad array of issues. There are hopes, expressed over the weekend by Senator Paul Gramm, that Congress may be able to take a two-week break at the end of August and still complete work on a tax reform bill by early September. Then, if Congress is to reach its goal of going into recess early in October to campaign for the November elections, it will either have to race to complete the bill in its final days or postpone its introduction until after the November election.

Mr Gramm, who is also facing an inquiry into his role in the Iran-Contra affair, has said he will not be available to speak at the weekend. Other senators, including Mr Gramm, will be seen that they address the development needs of the occupied territories. They are completely detached from parochial political considerations.

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No fundamental change in this vicious cycle can occur unless one or more things happen: protests weaken Gen Pinochet; will to govern; the armed forces, or elements within them, take a firm stand against Gen Pinochet; identities are in favour of Gen Pinochet stepping down in 1989.

They argue that sooner or later there has to be a transition and the lid removed on political activity—otherwise society becomes more polarised and eventually more unstable.

But supporters of this view have yet to resolve the fate of Gen Pinochet himself. A man who has held such power for so long cannot easily step down and become a private citizen. His life would be at risk; it is doubtful if any country would accept him as an exile; and there would be a possibility of a trial for human rights abuses committed during his rule. The armed forces themselves risk having their own members put on trial for human rights abuses.

In this situation the hermetic corpus of the military hierarchy tends to close ranks and prefers to back the person it knows. This is not Argentina with a disgruntled military. Furthermore, Pinochet, believing he

which has sought to act as an honest broker with the Government. Meanwhile, the Left, headed by the true Communist Party has remained ambiguous.

The opposition suffers from two major weaknesses which Gen Pinochet continues to exploit. It is divided into two broad blocks of centre-right and the Left. But within this there are considerable ideological and personal differences.

Secondly, the political parties

## Robert Graham considers Gen Pinochet's determination to clock up a quarter century in office

## Chile's leader defies rising tide of protest

GENERAL Augusto Pinochet, the Chilean military ruler, is nothing if not brash in his political skills. He has just announced, in the most ambiguous manner, his bid to stand again for office after his present presidential term expires in 1989. The new eight-year term, if accomplished, will leave him an octogenarian having ruled Chile for almost a quarter of a century.

Such a statement of intentions can only be understood within the legal framework that Gen Pinochet has wrapped his regime. Under the terms of the 1980 Constitution, which was approved by a referendum manipulated in the Government's favour, the leadership has the right to choose a candidate for the next presidential term. Gen Pinochet has always hinted that he would like this to be a simple plebiscite in favour of a single candidate—i.e. the one chosen by himself.

He has on several occasions suggested that he might be the candidate—but never so explicitly. In doing so, he has merely given a legal dressing to what all authoritarian rulers like to do: to perpetuate themselves in power. Like Spain's former caudillo, Gen Franco (whom he much admires), Gen Pinochet seems determined to rule Chile until he goes "feet first into the ground".

Also under consideration is Mr Richard Vicks, a career diplomat who has served as ambassador to Tanzania and Jordan.

Earlier this year, Mr Brown led a group of black educators to South Africa to help develop a US programme for training teachers and otherwise improving educational opportunities for blacks in the country.

Mr Brown has served as a special assistant to former president Richard Nixon.

A White House spokesman had no comment on the report, first disclosed by The Sunday Magazine this week, saying: "We never comment on possible ambassadorial appointments until the announcement is made."

Mr Brown would be the first black ambassador to the white-ruled country. A black, Mr John Burroughs, is the Consul-General in Cape Town.

reflect the state of politics during the Allende period. Since then a whole new generation of politicians have grown up without real political allegiance and direction.

So long as the armed forces continue to back Gen Pinochet, the opposition has no power to persuade others than through protest. There is some evidence to suggest that members of the armed forces whose three service arms retain separate identities are in favour of Gen Pinochet stepping down in 1989.

On this basis, the political parties will continue to be denied sufficient time to organise themselves.

No fundamental change in this vicious cycle can occur unless one or more things happen: protests weaken Gen Pinochet; will to govern; the armed forces, or elements within them, take a firm stand against Gen Pinochet; identities are in favour of Gen Pinochet stepping down in 1989.

## WORLD TRADE NEWS

### Japan 'needs to speed shipbuilding reductions'

*By Andrew Fisher,  
Shipping Correspondent*

**THE SURGE** in the value of the yen has increased the urgency of capacity cuts being worked out by Japan's shipbuilding industry and the Government, an official of Japan's Ministry of Transport said yesterday.

Cuts of 20 per cent in total capacity have been recommended by a Government advisory panel, following the worldwide slump in demand. While this should bottom out in 1988 and pick up in the 1990s, output is still likely to be well below that of the mid-1970s or early 1980s.

The Government wants the reductions recommended by the Council for Rationalisation of Shipping and Shipbuilding Industries to be implemented by the end of the 1987-88 fiscal year.

Since the yen now stands at about Y160 to the dollar against Y240 when the council's report was prepared last autumn, so will Japan's export competitiveness. "The capacity cuts should take place as soon as possible," said Mr Nobutaka Nambu, a director in the international affairs office of the ministry's shipbuilding division.

The big shipbuilding companies will be able to cut capacity within their own yards or in co-operation with each other. But smaller yards will find one berth will find the adjustment hard. "There may be some bankruptcies," he said.

Present capacity of around 6m compensated gross registered tonnes will be lowered to just under 5m cgrt under the rationalisation plan. The cgrt measurement takes account of the work and skill content of ships, as well as size.

The council forecast in its report that production would fall to a low of 3.1m cgrt in 1988 from 3.8m in 1987 and 4.3m this year. In 1984, the figure was 5.85m with 8m cgrt exceeded in the mid-1970s and then recover to reach 5.2m in 1985, before easing slightly.

China's state-run shipbuilding industry received 13 foreign orders in the first six months of 1986, the official China Daily reported. AP-DJ reports from Hong Kong.

The English-language newspaper said the orders were worth \$150m, equal to the total amount received by the industry in 1985. The vessels are to have a total deadweight of 240,000 tonnes.

### Pirelli wins \$20m contract from Tunisia

*By Alan Friedman in Milan*

**PIRELLI**, the Italian tyres and cables group, has won a \$20m (£13.07m) order to supply machinery, engineering and technical assistance to Tunisia which has just opened a tyre plant built under the supervision of the Italian group.

The plant, located at Meknès

near the city of Sousse, has productive capacity of 7,000 tonnes a year and will have a workforce of 500. Pirelli says it has provided training, personnel, technology and machinery.

The Italian group will also take a 12 per cent shareholding in the tyre plant. The other 88 per cent is controlled by the Société Tunisienne des Industries de Pneumatiques (STIP), the state tyre company.

The Tunisian Government also owns another plant, formerly controlled by Firestone tyres, which produces 4,000 tonnes a year.

The new Pirelli-built factory will increase domestic production to 80 per cent of Tunisia's requirements.

Pirelli was unable yesterday to disclose the total value of the new tyre plant, but said it would specialise in the manufacture of tyres for industrial vehicles.

### Tokyo and Washington to resume aviation talks

*BY CARLA RAPORT IN TOKYO*

**JAPAN** and the US will resume bilateral civil aviation talks in Washington tomorrow.

The talks broke off in early April, following a disagreement on the increase in the number of Nippon Cargo Airline's weekly flights to the US.

Nippon Cargo flies to the US six times a week. It is understood that the two sides have now agreed to increase this number to nine.

The US negotiators have been pressing for concessions on the number of chartered cargo flights from the US and Japan as well as a reduction in customs procedures at Tokyo's Narita Airport for incoming cargo flights.

The US has also been seeking rights to fly on from Tokyo to other domestic Japanese airports. The Japanese have apparently agreed to the first two requests, but are adamantly opposed to granting the demand to fly on from Narita.

Japanese negotiators say that the US has softened its stand on flying beyond Tokyo. The Japanese claim the US demand would disrupt the basis of the current Japan-US aviation accord.

Christian Tyler, Trade Editor, looks at a contentious issue for the coming Gatt talks

### Developing countries dig in for services battle

**IN THE** remote Siberian town of Yakutsk, Indian films are especially popular. They are popular because few other foreign films are ever screened at the local Palace of Culture. Films that show love, but no kissing or sex, are deemed by the communist party to be suitable for the passionate youth of the permafrost.

Not just in the Soviet Union or China, but in West Germany and France, there is a fear of cultural pollution by alien entities can be a powerful restraint on the free flow of international trade in services.

Lifting the barriers to trade in services whether in film, banking, shipping or data processing, is, therefore, a sensitive issue.

Government regulators everywhere justify protection of domestic service industries on grounds of national culture and identity, economic development, consumer protection, health and safety, or defence.

This fact helps to explain the barrage of objections, political, commercial and constitutional, levelled by the paper's negotiators to Gatt negotiations on 10 developing countries in Geneva last week.

Their case is to prevent any renegotiation of the General Agreement on Tariffs and Trade (Gatt) that would result in services being brought alongside goods in a system of global trade rules.

### India to buy Soviet aircraft

*By K. K. Sharma in New Delhi*

**THE** Soviet Union has agreed to sell India two squadrons of its latest MiG-29 fighter. The aircraft will be made under licence at Hindustan Aeronautics plant which is already manufacturing earlier types of MiG.

India will be the first country outside the Soviet Union to operate the aircraft.

Mig are the Indian Air Force's principal aircraft. An advance version of the MiG-21 was built by the government-owned Hindustan Aeronautics, after which the Indian Air Force acquired the MiG-23 and MiG-25. It also has an option to buy the MiG-27, but it is unlikely to be exercised in view of the MiG-29 deal.

The MiG-29, codenamed Fulcrum, is fitted with advanced radar, enabling it to operate day and night and in all weather.

India has already acquired 48 Mirage 2000 fighters from France and it recently signed an agreement to buy 40 more. It also bought Jaguars from Britain and this aircraft is being assembled by Hindustan Aeronautics in Bangalore.

India is also developing its own light combat aircraft which it hopes to commission in the 1990s.

### Investment in Portugal falls

*By Diana Smith in Lisbon*

**NEW DIRECT** foreign investment in Portugal fell to £s 16bn (£32.2m) in the first half of 1986, against £s 12bn in the corresponding period of the previous year. This is the first drop in many years to come at a time when Portugal has attracted growing foreign investment as a new EEC member.

Spain foreign investment grew by 30 per cent in the first half of this year.

Much of the problem appears to stem from Portugal's slowness in publishing the new foreign investment code that gradually reduces Portugal's bureaucracy and adapts its procedures to the Treaty of Rome.

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The US negotiators have been pressing for concessions on the number of chartered cargo flights from the US and Japan as well as a reduction in customs procedures at Tokyo's Narita Airport for incoming cargo flights.

The US has also been seeking rights to fly on from Tokyo to other domestic Japanese airports. The Japanese have apparently agreed to the first two requests, but are adamantly opposed to granting the demand to fly on from Narita.

Japanese negotiators say that the US has softened its stand on flying beyond Tokyo. The Japanese claim the US demand would disrupt the basis of the current Japan-US aviation accord.

**After four years of procedural wrangling there is a hard core of governments still determined to scotch the services snake by procedural means if they cannot kill it by force of numbers. Ranged against them and the trading superpowers of the US, the EEC and Japan who accounted for 74 per cent of world exports of services in 1984, down from 81 per cent 10 years earlier.**

**rounds of tariff cuts on industrial goods gave in 1947—decreased following World War II. Protectionism, such as the free traders' many services are inseparable from manufacturers, and the service content is increasingly valuable.**

**There have been two main sticking points to US-led demands for a Gatt negotiation on free trade in services. The first was, and is, political:**

**to convince a sufficient majority of nations that there would be few losers and many winners if members were opened on the Gatt having their contribution to one trading partner in the Gatt as a concession to all.**

**It has proved difficult to persuade developing countries, suspicious as they are of western multinationals, that**

**they stand to gain from liberalisation.**

**Some world undoubtedly suffer a temporary balance of payments loss. Others, like India and South Korea who are big exporters of construction services, for example, should gain.**

**Some economists insist that countries that refuse to buy services from abroad will retard, not advance, their own development, although they accept the merits of the case for protecting "Indian" industries.**

**But is Brazil, for example, helping Indians by export potential so necessary for servicing a huge external debt — by sheltering her young information technology industry from US and Japanese competition?**

**Despite a noisy rearguard action by important members of the Third World, such as Brazil, that still threatens to disrupt September's trade summit in Uruguay, the diplomatic battle, if not the intellectual**

**One idea is that all barriers to trade in services should first be catalogued, then divided into those that affect trade and those that do not.**

**Definitions would have to be drafted as to what kinds of protection were "appropriate" — that is, crucial to national sovereignty.**

**Trading partners would then argue about which of each country's barriers were legitimate, and which protectionist. Only at this stage would the process of negotiating mutual concessions (automatically extended to all Gatt members) begin.**

**In other words, the first stage would be to search for a system of rules. Only then would markets begin to open. According to its proponents, the first stage should be obligatory, but the second would be voluntary.**

**Unless the Punta del Este meeting collapses in complete disarray, the second stage of "negotiate now, give later" proposal could be adopted.**

**If new rules cannot be drawn up, at least a code might result — a "General Understanding on Trade in Services."**

**"Guts," as it is already being called by some, would open a new chapter in the 40-year history of the Gatt. But it would not be a single, general deal, as some fear. It is believed the "memorandum of understanding" allows annual growth of about 12 to 15 per cent in Turkish textile exports to the US.**

### Turkey and US in textiles agreement

*By David Barchard in Ankara*

**TURKEY** and the US have signed a "memorandum of understanding" which should make possible increased Turkish textile exports to the US.

**The US Administration has been under conflicting pressures from US textile manufacturers and the Turkish government, a key North Atlantic Treaty Organisation ally in the Middle East, over Turkey's rapidly growing textile exports.**

**Last year the US bought 96.5m square yards of textiles from Turkey for about \$121m (£73m).**

**Total textile exports from Turkey last year were about \$2.3bn. The speed at which the country's textiles industry is growing has alarmed producers in many advanced industrial countries.**

**Last April, however, Turkey reached agreement with the EEC on a set of voluntary restrictions on its textile exports.**

**It now looks as if a similar arrangement may be worked out with the US whereby Turkish producers will be allowed to expand their share of the market by a relatively gradual amount each year. It is believed the "memorandum of understanding" allows annual growth of about 12 to 15 per cent in Turkish textile exports to the US.**

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Department of Employment

## TECHNOLOGY

TWO YEARS ago the top management of Electrolux US, the American vacuum cleaner concern lured off 18 years ago by the European group of the same name, set itself a simple but extremely ambitious challenge. After virtually 60 years of concentrating on canister vacuum cleaner manufacturing, it decided to attack the growing market for upright models. Its target was to make an upright at a price that would open up the prospect of large volume sales while sacrificing none of the company's hard-won reputation for high quality products.

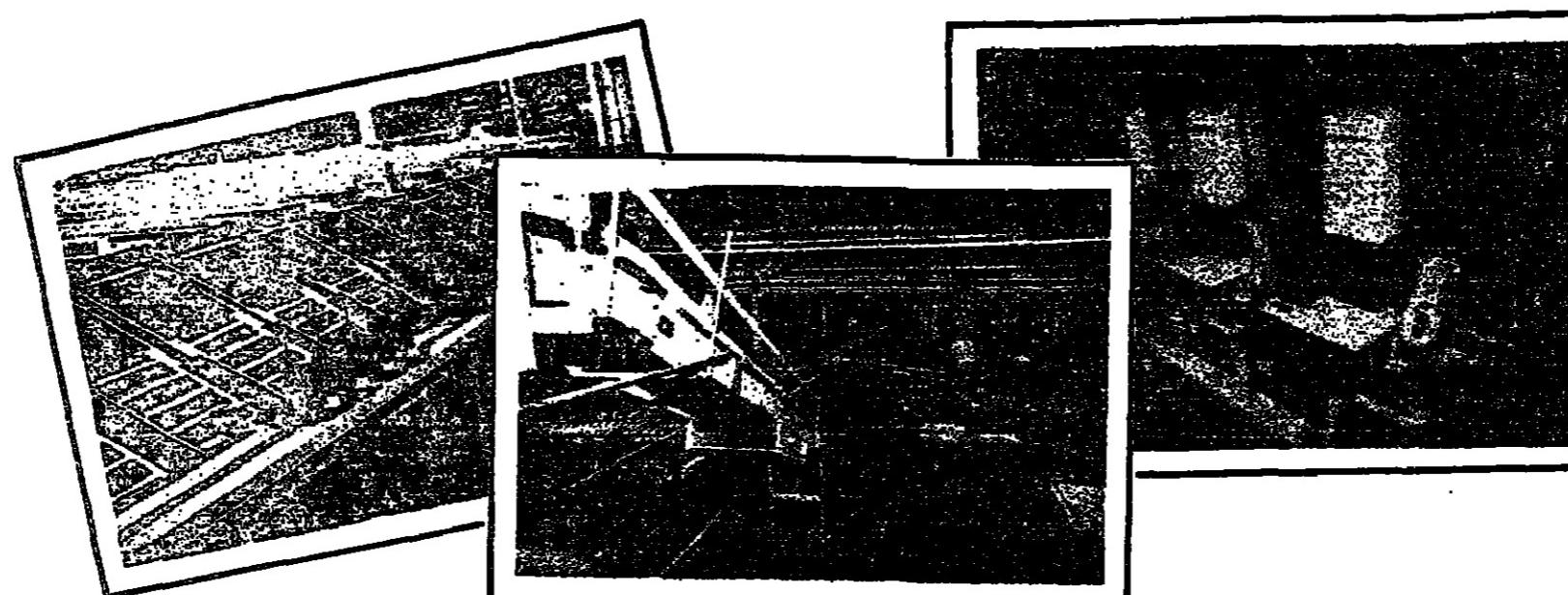
Today, as orders for the new cleaner, the Discovery 11, roll in at a rate far exceeding the company's present ability to produce, the management claims that it has largely met its objectives. Executives say that in terms of quality, the new cleaner matches anything the company has ever produced. Yet it retails at only \$299, about \$200 less than Electrolux would have expected to have sold it under the cost structure of its traditional manufacturing regime.

To achieve this sharp reduction in costs has demanded a level of automation which the company claims is unparalleled in the US industry. "If we had produced this model by traditional means, our manufacturing costs would probably have been twice as high," says Mr Dave Jones, the plant manager at the group's Bristol plant in Virginia. "On employment costs alone, this product demands less than half the amount of labour that is required to build comparable products."

The production line for the Discovery 11 employs approximately 50 people in total and is virtually a self-contained entity. Plastic in the form of resins flows out of bins at one end of the process, and is injected into moulds to produce components, which are then passed along by a series of robots for trimming, stamping and finishing. These parts are subsequently transported to central warehousing buffer zone by a fleet of fully automated guided vehicles, and finally dispatched to the assembly line where another battery of robots helps operators to glue and screw them together.

The decision to opt for a comprehensive in-house production line was made early on in the planning stage, says Mr Homer Moeller, head of manufacturing, because Electrolux believed it would have better control over quality if it limited the use of outside suppliers.

Decisions on this route also meant, of course, that the company was forced to control costs inside the plant rather than by pushing the problem off onto sub-contractors. Among the ways



LEFT: Assembly is on individual pallets. Plastic parts are called up from the material handling system and delivered to the line via a conveyor. CENTRE: An overview of the nonsynchronous palletized line. RIGHT: Discovery 11s on the last leg of their journey through Electrolux's automated plant in Bristol Virginia

### The cleaner that swept the factory floor

it has achieved these cost reductions:

- Lower inventory levels. The entire production line is aimed at running with virtually no excess work-in-progress. Indeed, if any of the machines started throwing up substantial defects, the next ones down the line would grind to a halt—a big incentive to producing to the right quality.



- Using vacuum feeding processes, which ensure that virtually pure resins are fed into the machine because they come through a sealed, automatically monitored system, Electrolux reckons that it is

where a robot moves parts into and out of large injection moulding machines. This runs for a full three shifts a day, and does the job of three operators who would have been paid around \$25,000 each a year. Thus, on a \$100,000 investment, the robot is expected to have paid for itself in reduced costs in a little over a year. The basic structure of the machine was bought from Cincinnati Milacron on the shelf, says Mr Jones, although special tooling was added at a cost of around \$10,000.

The plant also contains some more specialised robot applications. On the assembly line, for example, is a robot which applies glue to a part that has to be stuck together to form a perfect vacuum seal. Made by Panasonic of Japan, the machine moves through an elaborate curve, squirting out glue with far greater precision than could ever be achieved manually.

In another up-to-the-minute application, Electrolux is making use of vision technology in the moulding area, with a machine that runs checks on the names imprinted on the cleaner by matching the printed shape against a memorised image.

- Electronic controls. Moulding technology is progressing by leaps and bounds at present, says Mr Jones, and one of the keys to this progress is the standardisation of the software governing the moulding machines. It is vital, for example, to apply exactly the correct amount of heat to produce parts that will not crack and break.

- Electronic controls. Moulding technology is progressing by leaps and bounds at present, says Mr Jones. Moulded plastic parts are inherently more precisely formed than the steel stampings that Electrolux used previously in its cleaners.

- Materials handling. The moulding machines are served by computer-controlled automated guided vehicles (AGVs) which jockey parts around the

achieving almost immediate gains. "The entire investment in the silos and the vacuum feeding system was paid for in seven months from the reductions in materials and operational costs," says Mr Jones.

- Robots. One example of robot technology in the plant is a component production cell

system and into the storage area in large bar-coded storage bins.

On the assembly line, the company has abandoned its former carousel system of delivering parts to operators in

process of planning and installing of Discovery 11 line took Electrolux only around 18 months. This smooth transition was probably due partly to the modest size of the investment in the new processes—Electrolux's total expenditure on the Discovery 11 amounted to about \$5m against the \$16m being spent on upgrading the Bristol facility. But the group also planned the changes meticulously.

First of all, top management decided right at the beginning to bring in a new team of manufacturing experts. Traditionally a marketing-driven company—it still sells through a team of 26,000 direct door-to-door salesmen—the company realised that it needed more manufacturing skills and sought them out in General Electric's domestic appliances division. Both Mr Moeller and Mr Jones came from GE's dish-washer plant, where they had used similar plastics technology and production lines.

Second, the company has not been afraid to add costs heavily in the professional services and engineering field. The number of specialists in the planning and control area has more than doubled to almost 90 since the new product was planned.

Third, rigorous standards on the equipment brought into the plant have been imposed on suppliers. Using principles

employed at GE, the internal Electrolux engineering staff has developed the general concepts of the production lines, working out rough costings, and then gone with its plans to specialized engineering suppliers.

None of these companies makes anything. They each specialise in putting systems together using machines bought from a variety of suppliers. "These guys are small, very dynamic and flexible, and they have a lot of engineering talent that can react very quickly," says Mr Jones. They were asked to assemble the new equipment in their own facilities and take out all the bugs before shipping it to Electrolux.

This debugging technique worked particularly well, according to Mr Jones, on the assembly line, which was up and running at full production within three weeks of the first piece of equipment being moved into the plant. "We designed the line to achieve 90 per cent uptime, but we reached 95 per cent within five weeks," he says. Normally he would have expected to have taken between three and four months to arrive at the same human being would.

Already, just a few weeks after the market launch of the Discovery 11, Electrolux is working on a substantial expansion. The line was planned for a maximum capacity of 1,000 machines a day, and commissioned at a rate of 750. But the management is now scaling up to go to 2,500 a day in August by adding more moulding cells, extra robots on the assembly lines, and moving to two shifts in the assembly area.

The reason for this expansion is the high level of demand created by the new model. Electrolux has traditionally aimed at a premium market for cleaners in the \$400 to \$600 range, and on its previous attempt to enter the upright market in the late 1970s, it produced a product that proved to be too heavy and too expensive at almost \$500. The new \$299 machine has taken the company into a larger volume sector of the market and into a different competitive ball game. It shows, says Mr Moeller, "what a compelling weapon a strong manufacturing system can be."

● Previous articles in this series:

May 28: Swatch, Swiss watch maker.

June 3: Hoover, British domestic appliance manufacturer.

June 17: VEGE Motorcar, Dutch remanufacturer of car engines.

July 8: Bellot, French flour miller.

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### Knowledge bank for air traffic controllers

By Geoffrey Chisholm

AIR TRAFFIC control by the 1990s will probably benefit from the use of intelligent knowledge-based systems (IKBS) used "on-line" to assist the controllers in their work. These are computer systems that are able to store and make intelligent use of the specialised human knowledge in the same way that a human being would.

Logica, the UK software systems house, has just completed a study for the Civil Aviation Authority which indicates that new and sophisticated computer aids will be needed to cope with the increased number of aircraft in the coming years.

### UK spending on office automation

OFFICE AUTOMATION Guide, 1986, has been published by Wharton Information Systems, Twickenham, UK (01-891 6197) and its review of 1985 shows that the average company budget for office automation was only £160,000.

Most firms (65 per cent) are spending the money on personal computers and computer terminals (45 per cent). But 38 per cent are spending at least some of the money on local area networks, dedicated word processors and/or office automation systems.

Electronic typewriters and internal-only phone exchanges were the lowest priority—some 25 per cent of the respondents plan to spend some money in this area.

### DGZ in 1985 Strong Resources in Wholesale Banking

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Total Assets	33,973	30,607
Due from Banks	11,487	9,621
Debentures and Bonds	5,833	5,291
Receivables from Non-Bank Clients	15,137	14,330
Fixed Assets	130	131
Deposits by Banks	9,504	8,754
Deposits by Non-Bank Clients	1,790	1,358
Own Debentures in Circulation	20,628	18,700
Capital and Published Reserves	615	560
Net Interest and Commission Income	210	191
Personnel and Operating Expenses	60	48
Taxes	99	81
Net Profit	30	27

Luxembourg Branch:  
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### Company Notices

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Mr. W. J. Dickson has been appointed managing director of BRITISH-AMERICAN TOBACCO COMPANY. Mr E. A. A. Brattell, who previously held the position of chairman and managing director, continues as chairman. Mr R. S. Hartley has also joined the board. British-American Tobacco Company is a member of the B.A.T. Industries Group. \*

At W. CANNING Mr David Probert has become executive chairman. He succeeds Mr F. J. Essex, who has relinquished the office of non-executive chairman but remains as a non-executive director. Mr Probert has been with the company since 1970. He is also non-executive deputy chairman of the Crown Agents and a non-executive member of the board of Associated Steel Distributors and Linread. \*

Mr Jim Cleary has been appointed chief executive of TIP-EUROPE—the new parent of all TIP companies in Europe—following the purchase of the company from Geico Corporation (USA). Mr Cleary was executive vice president of TIP Inc in Bala Cywyd, Pennsylvania. \*

Mr Rodney F. Hall, a director of Investors in Industry, and Mr J. Richard Gavheras, a director of Prudential Portfolio Management, are among the non-executive directors of the company formed for the management buyout of GOMME HOLDINGS shortly to be renamed Gomme Ltd. \*

Mr Dennis Blair has joined THE CHASE MANHATTAN BANK, N.Y., as managing director in London of its new index fund and hedging group. Mr Blair will be responsible for the development and marketing of specialist investment services with particular emphasis on a range of specialised index funds and implementation of protective hedging techniques in the UK. Prior to joining Chase, Mr Blair was managing director of Welbeck Pension Services part of the Burton Group. \*

SIPHER DESIGNS (ELECTRONICS) has appointed Mr James McMillan as its technology director. He joins Sipher after a period in management consultancy. \*

Mr Roy Ains has been appointed to the board of LANDERS (HOLDINGS) as a non-executive director. He is an executive director of IMI and chairman of Marston Palmer, a member of the IMI group. \*

Two directors have been appointed to the board of MCKENZIE BROTHERS. They are John McLean and Mr Stuart Molesky, who have both been with the group since 1981. Mr Kembrey will continue in his executive duties in the metals

## APPOINTMENTS

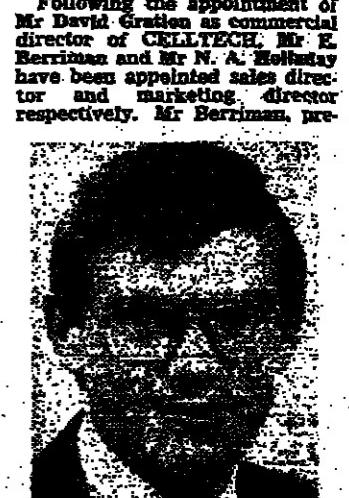
### British-American Tobacco Co chief



KANSALLIS - OSAKE-PANERI, Finland's international bank, has reshaped its management structure. Mr. David Herd, Mr. Michael David, Mr. Brian Pearson, senior managers in charge of project finance, respectively; foreign exchange and money markets; and credit and marketing — are all appointed assistant general managers. Mr. Brian Alderson, manager, specialized credits, becomes senior manager, UK banking, with additional responsibilities covering property lending, UK commercial banking, and UK major corporations. Mr. John H. Nelson, managing director, is also appointed senior manager, and retains his current responsibilities. Both he and Mr. Alderson join the branch management committee. \*

EGGAR FORRESTER HOLDINGS GROUP has been split into two. Eggar Forrester (Holdings), and Wilks Shipping Company. Mr. Paul Wilcox has been appointed managing director of the new Eggar Forrester (Holdings), with Mr. Peter Taaffe, Mr. Wilcox (chairman), Mr. D. H. Stewart, Mr. E. K. Keay, Mr. Simon de Courcy Hughes, and Mr. Michael Hodges (chief executive of Douglas and Gordon). Mr. de Courcy Hughes has been appointed managing director of Eggar Forrester, shipbroking company, of the group. Mr. Taaffe, managing director of Wilks Shipping Group, under the chairmanship of Mr. Wilcox is similar to that of the previous Eggar Forrester (Holdings). \*

Following the appointment of Mr. David Gratton as commercial director of CELITECH, Mr. E. Armstrong and Mr. J. May have been appointed sales director and marketing director respectively. Mr. Armstrong, pre-



viously general manager of Celitech's culture products division, will be responsible for all Celitech's existing contracts and products. Mr. Holliday, previously director of Healthcare marketing, continues to be responsible for development and marketing of Celitech's new human therapeutic products. \*

Mr. Peter Friedlander has been appointed an executive director of NOMURA INTERNATIONAL where he will be responsible for developing and managing operations in DM, ECU and FDS fixed income instruments. He joins from Bear, Stearns International, where he was a senior vice-president.

Mr. J. E. Berriana, sales director of Celitech

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Exhibition of Scandinavian Paintings, Mon-Fri 9.30-5.30, Sat 10-1.

Mr. John Dance, managing director of Walter Lawrence (City)

Construction. Mr. Dance joins Walter Lawrence after more than 20 years with Trollope & Colls, the last seven as a director. Mr. Kembrey will continue in his executive duties in the metals

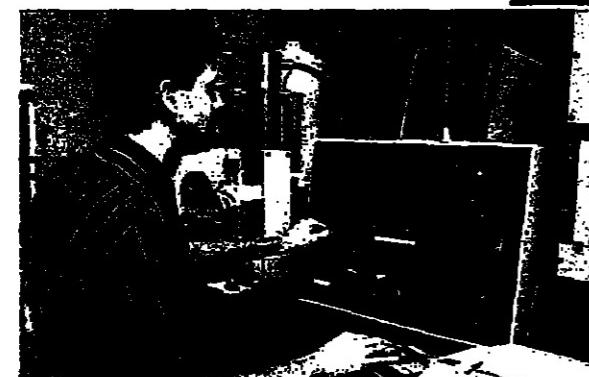
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## MANAGEMENT: Small Business

### Corporate venturing

## The pros and cons of mutual dependence

BY WILLIAM DAWKINS

**THE** production lines at Nissan's gleaming new factory in Washington, Tyne and Wear, started rolling a week ago today.

By the end of the year, they are expected to be churning out around 100 cars per day. But what is really remarkable is that not one of the 3,500 component parts of each vehicle will have been inspected by Nissan. "Our philosophy is to duplicate nothing. If the supplier has got his quality control right, then we don't need to inspect," says Ian Gibson, the group's UK purchasing and production controller director.

Nissan's deceptively laissez-faire attitude to its 30-odd European suppliers—many of them small businesses—would make most British manufacturers' hair stand on end. It seems all the more risky in view of the fact that all components—except for a few like tyres—are single sourced.

The reason that Nissan expects to get away with it, as it has done for years, is that the car maker has an unusually close relationship with suppliers. Nobody is accepted to the Nissan club until they have received repeated visits from the company to check the credentials of all from the management director to the hundred or so established and strictly monitored internal quality control system.

This has been an unusual experience for the European businesses which will end up supplying 40 per cent of the value of Nissan's British cars by the time production gets fully under way next year. But it is also an example of type of approach by big customers to small suppliers which, though generally well suited to the automotive industry—is being increasingly adopted by manufacturing groups across the West.

Companies ranging from IBM, the computer giant, through Varsity Corporation, the farm equipment and industrial machinery maker, to Eaton Corporation, the US electronics and vehicle components group, which works for both American and Ford Robert Foley, Eaton's production director, has seen his scrap rate fall by roughly a third since Ford introduced quality control

at step towards establishing a smoother workflow, with all the savings in working capital costs that implies.

"The Japanese concept of customers and suppliers being equally interdependent is something which several European companies have been trying to emulate in recent years," says Gibson. Many small suppliers (Nissan's apart) would disagree, judging by the frequency machine operators record every event in the life of a particular job, especially any mistakes and remedial action. Burdened with paperwork—but the log provides useful reference material if it comes to a dispute over ways to correct new production errors.

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**MANUFACTURER</b**

# FINANCIAL TIMES SURVEY

Tuesday July 15 1986

*Jeffrey S. T. A.*

## Dominican Republic

This Caribbean island has strengthened its economy as a result of IMF austerity measures and is diversifying away from dependence on the sugar industry

### Watershed election adds to stability

**THE FINE** coral rock cathedral in the heart of the old quarter of Santo Domingo is both a place of worship and a sort of unofficial shrine to the island's most illustrious visitor, Christopher Columbus. This was the first documented place where Columbus touched land in 1492 on his way to discover the New World.

Though what is now the Dominican Republic was the first place on the map of the New World (then the island of Hispaniola), it has been one of the last to make itself known. Only now is the situation changing as the Republic enjoys increased political stability and diversifies its economy away from traditional dependence upon sugar to offset the heavy burden of foreign debt.

The Dominican Republic fits oddly into the structure of the Caribbean. Its territory is half an island, the western part being Haiti. The nearest parallel is perhaps the division of Guinea into two states in Australia.

Along with Haiti it was the first nation to acquire independence in the Caribbean. Prutting from Haiti's earlier independence from France the Dominican Republic declared itself independent in 1844 more than a 100 years before territory in the English-speaking Caribbean. It is also the only state to have been embroiled in armed territorial conflict with a neighbour in the Caribbean—the aggressor being Haiti on more than one occasion and residual fear of Haiti remains.

Ignored by the English-speaking Caribbean, the Dominican Republic has also long suffered from its proximity

to the larger and richer island of Cuba, which attracted first the Spanish and then, during this century, American investment for development. The overthrow of the Batista regime in Cuba in 1959 and the advent of Fidel Castro's revolutionary socialism provided little immediate benefit.

This isolation was also a direct consequence of the existence of the Trujillo dictatorship, which started in 1930 and lasted until 1961.

Close on his heels was Mr

and the excessive delay in announcing the final results, it was both the most pluralistic and the cleanest election the country has seen.

In the event 78-year-old Mr Joaquin Balaguer, who is nearly blind, was elected for what will be a fifth term as president. He and his Partido Reformista Social Cristiano (PRSC) won 41 per cent of the 2m vote—the largest freely-voting electorate in the Caribbean.

Close on his heels was Mr

By Robert Graham, Latin America Editor

The Trujillo family's rule ended with Rafael's assassination and the seizure of their properties (they owned two thirds of the sugar industry and were the largest landowners).

What followed was a tumultuous civil war. The left-wing Partido Revolucionario Dominicano (PRD) headed by Dr Juan Bosch won elections in 1962, but he was overthrown by a Right-wing military coup backed by US support, seven months later.

PRD supporters, backed by a group of constitutionally-minded officers, eventually decided to resort to arms. To break up the warring factions—and to ensure that a Left-wing triumph did not produce another Cuba—the US sent in 20,000 marines in April 1965.

It has taken nearly 20 years to overcome the passions and divisions of this turbulent period. Indeed, the May presidential and parliamentary elections mark a watershed. Despite the allegations of fraud

Never before has there been a hand of state elected to office by an electorate fully conscious that he is both blind and ageing. His appeal to some extent defies rational explanation. Undoubtedly he benefited from disenchantment with the outgoing government of President Jorge Blanco and a sense of distrust towards the PRD candidate Mr Majluta, who may or less forced himself on the party as the official candidate.

President Jorge Blanco has not been forgotten for his handling of austerity measures imposed by the International Monetary Fund. In April 1984 he introduced a broad range of measures to restructure the economy and cope with the service of the Republic's \$3.5bn foreign debt. This provoked an instant and violent reaction. Organised workers and spontaneous demonstrators took to the streets in Santo Domingo to denounce the IMF-imposed security forces' over-reaction and more than 50 people died.

This incident has obscured very real economic achievements in the past two years.

The Dominican Republic is one of the rare developing countries, especially in the region, to comply with its IMF targets. It also has the distinction of being the sole Latin American debtor to have floated its currency and seen it appreciate.

But the electorate has been less impressed by this, affected as it is by more than three years of recession. Incomes have fallen in real terms and unemployment is still rising. Large numbers of the 6.8m population live on the poverty line in this now more conservative and Mr Balaguer is nostalgic.

remembered as the man who presided over a great boom. He held the post for four consecutive terms from 1966-78, the latter part of which was profoundly influenced by high international sugar prices.

On the back of this and

borrowing extensively abroad,

he initiated a large public works programme that has provided the capital with all its most impressive modern buildings—from the Central Bank to the National Theatre and various museums.

Today these are building the republic cannot afford on low sugar prices and a dictatorial

reputation can be disastrous.

In the election campaign Mr Balaguer successfully aroused nostalgia for this era of plenty. After the election the crowds round his house who waited to congratulate him shouted slogans like: "Now we shall have bread and jobs."

This mix of popular appeal, nostalgia and a tradition of the father figure leader (a candle is probably the main reason for his election).

Under President Jorge Blanco the country has begun to attract the interest of foreign investors, especially from the US. It is vital that this trend continues if diversification away from the mono-culture of sugar is to succeed.

The solidity of the political system should now help this, as it is by more than three years of recession. Incomes have fallen in real terms and unemployment is still rising. Large numbers of the 6.8m population live on the poverty line in this now more conservative and Mr Balaguer is nostalgic.

The guarantor of stability continues to be the US, now coming in a less interventionist role. Some 40,000 Americans live in the Republic (a sizeable number studying medicine) over two thirds of tourists are American.

As the most populous country in the Caribbean after Cuba and occupying a key strategic position, the US interest is likely to continue. But the close association with the US tends to reinforce the Republic's developing clientism with the Commonwealth Caribbean, although it intends to be a full member of Caricom.

Last year, in a controversial cost-cutting move, the UK closed its Santo Domingo embassy.

The one uncertainty ahead must be the health of the incoming president. Those who know him insist on the vigour of his intellect. However, he is both old and handicapped and has said he will stay in office until he dies.

Clearly much responsibility will rest on the man who ran as his vice-president, Mr Carlos Morales Troncoso. A US-trained engineer, he has considerable business experience, having run the sugar and tourist operations of Gulf and Western in the Republic—the largest single foreign investor.

However, he has little political experience.



President Jorge Blanco (left) will ease pressures on his successor, President elect Joaquin Balaguer (right). However, Mr Balaguer's government of national reconciliation still has to deal with pressing problems of low family incomes and unemployment



### The Dominican Republic



### Facts About the Dominican Republic

#### 1—GEOGRAPHY AND PRODUCTION

Situated in the Caribbean, to the South East of the United States. It lies to the East of Jamaica and to the West of Puerto Rico. It forms the greater part of the Island of Hispaniola on its eastern side. The main export products of the country are sugar, gold, coffee, cocoa, tobacco and ferronickel.

#### 2—AIR COMMUNICATION

Is served by a number of international airlines, with flights connecting with Miami, San Juan, New York, Madrid, Caracas and other cities.

#### 3—POLITICS

The Dominican Republic is the biggest representative democracy in the Caribbean.

#### 4—FOREIGN INVESTMENT

It is an essential part of the policy of the government to encourage higher volumes of productive investment in both the private and public sectors. Also to promote sectors like minerals, tourism, agriculture and export-oriented industries. In this context the development of Industrial Free Zones (IFZS) encourages export-related industries.

#### 5—BANKING SERVICES

A full service commercial banking network is established in the country. The Dominican Republic has a fully developed and modern integrated banking system which includes commercial banks, development banks, mortgage banks, and savings and loan associations.

#### 6—INVESTMENT FACILITIES

The US Government's Overseas Private Investment Corporation (OPIC) provides insurance facilities, loans and loan guarantees for US investors in the Dominican Republic. At the end of 1982, the OPIC programme in the Dominican Republic was larger than in any other country. Foreign Investment is protected and promoted by Law and the exchange rate of the local currency in relation to the U.S. dollar is established in the free foreign exchange market.

#### 7—CARIBBEAN BASIN INITIATIVE

The Dominican Republic is a beneficiary country under the United States Caribbean Basin Economic Recovery Act. The main provision of the Caribbean Basin Initiative (CBI) is the introduction of duty-free access for twelve years to US markets for a wide variety of goods from designated countries. The advantages of the CBI can be exploited by any company, regardless of ownership, operating in the Dominican Republic. This makes the country an ideal production base for goods and services to the US market.

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## Dominican Republic 2

### Economy

## Austerity brings modest growth

**IN ITS** own quiet way, the performance of the Dominican Republic's economy has been one of the rare success stories during the Latin American debt crisis. After two years of tough, but well-administered, austerity measures, combined with sweeping liberalisation, the economy is beginning to enjoy modest growth.

A start has been made on diversification away from the traditional reliance on sugar with new agro-industries and the promotion of tourism.

At the same time the incoming administration of Mr Joaquin Balaguer will benefit from lower oil prices, lower interest rates and some windfall profits from coffee sales.

The transformation has not been painless. When the bulk of the austerity measures were introduced in April 1984 there were violent and large-scale riots. However, the Jorge Blanco administration leaves office next month having introduced the harshest measures.

The story of the Dominican Republic's economic difficulties is not dissimilar to that of its Caribbean and Latin American neighbours. The 1970s witnessed a period of high growth paid for by high energy prices. The economy grew despite the oil price rises.

Having dependent upon imported energy, the authorities maintained an artificially high exchange rate of one-for-one to the dollar.

As the flight of capital grew and the public sector deficit rose, the government resorted to printing money which fuelled inflation. Meanwhile, the sugar price collapsed.

To finance both current expenditure and development, the government resorted more and more to foreign borrowing. Back in 1974 at the time of the first oil price rise, the republic's total foreign debt was \$607m. From 1978 to 1982 it increased on average 21 per cent a year and reached \$3bn with a debt service ratio approaching 50 per cent.

Not surprisingly, there was a balance of payments crisis in the early 1980s, prolonged by the political changeover in 1982 as President Salvador Jorge Blanco began his four-year term. Discussions began in January 1983 with the International Monetary Fund on a three-year \$370m facility in

#### The republic's economy

	External debt (US\$bn)	% debt increase	Imports (US\$bn)	Exports (US\$bn)	Reserves (US\$bn)
1973	... 607.4	—	753.6	716.4	8.4
1976	1,006.5	24.9	—	—	35.0
1978	1,330.8	18.5	1,360.7	22.4	675.5
1979	1,632.7	22.6	1,680.4	43.4	868.8
1980	2,058.9	26.1	1,495.4	145.4	761.9
1981	2,286.0	11.0	1,450.2	216.3	1,183.0
1982	3,076.4	32.5	1,255.8	436.3	767.7
1983	3,237.2	5.3	1,297.0	389.7	765.9
1984	3,446.9	6.4	1,357.1	112.4	868.1
1985	3,531.0	1.50	1,285.9	65.0	739.3

Source: Central Bank.

exchange for cuts in public spending, a lighter credit, removal of subsidies on basic items and a substantial adjustment in exchange rate policy.

Although one third of the Fund disbursements were made, the government found itself unable to comply with the programme. When renewed efforts were made to comply in April 1984, the government found itself obliged to hold off implementation in the wake of violent popular protests that left 64 people dead.

If we look only in January 1983 when the government, with a new economic team, felt sufficiently confident to introduce a wider-ranging package that would satisfy the Fund. Perhaps the most important measure was to end the complex and unwieldy multi-tiered exchange rate system.

Until then certain transactions had been conducted still on a one for one basis against the dollar. Henceforth the peso was left to float freely. Additional measures included a 60 per cent increase in sale price of non-ferrous products; sharp rises in utility charges; the limiting of Central Bank credit to the public sector; raising of interest rates and a special temporary surcharge on exports.

The implementation of the measures not only permitted a renewal of the Fund agreement but helped persuade the country's commercial bank creditors to restructure their debt, due between 1985 and 1989.

Agreement was reached in May last year, allowing deferrals of \$75m, so reducing the overall commitment during this period to \$30m.

The restricting agreement, whereby Mexico and Venezuela supply crude at favourable rates.

Instead of two, The Paris Club also agreed to reschedule \$200m worth of debt and a further \$290m of debt contracted with central banks was reduced.

The debt service ratio is now down to 30 per cent cut by over one-third.

The Dominican Republic has thus managed to avoid being stuck in the vicious circle of so many Latin American debtors, of needing to borrow more to service debt which cannot pay in the first place. Net indebtedness increased only 1.8 per cent last year to 3.5 per cent. Debt service payments amounted to \$551m, saving almost \$800m through the restructuring agreement.

The impact has been felt in the balance of payments which has moved into a modest \$100m surplus and reserves have improved. Though net international reserves are still negative at minus \$248m, this compares with \$35m at the end of 1984. (At one stage in mid-1984 the Central Bank found itself with no more than \$16m in foreign cash.)

Cutbacks in imports and a steady rise in export earnings have also helped the trade account which has been in deficit since 1978.

The current account performance has been better than there has not been a cut in US sugar quotas. Since 1983 reduced sugar quotas has meant an annual loss on average of \$100m. Luckily, gold sales have been strong as have those of tobacco and cocoa.

The fall in oil prices has also more than offset the effects of a cut in US sugar quotas. The Dominican Republic has become one of the countries benefitting from the San Jose Agreement between Mexico and Venezuela.

The restricting agreement, with some 20 banks, allows for payment over 13 years instead of six, with five years' grace.

Even so, the oil bill since 1983 has been running close to \$500m. On the basis of current prices the bill could fall to below \$220m this year.

The improved performance on the external account has been reflected in the exchange rate. Having been at a high of pesos 2.3 to the dollar in the wake of the free flotation, it has now steadied to around 2.80 to the dollar.

The exchange rate has undoubtedly been helped by rising tourist receipts. Tourist revenues are now running at \$470m a year, \$100m up on 1984.

A more significant element underpinning the exchange rate continues to be the extensive remittances of Dominicans living in the US. There are no precise figures and estimates go as high as \$2bn. However, on the basis of the foreign exchange bought by the Central Bank, the figure is thought to be closer to \$800m.

The new administration will inherit a public sector deficit which has been brought down from 6 per cent of GDP to almost 2 per cent; an inflation rate which in the space of a year has come down from nearly 40 to 14 per cent and a growth rate of 2 per cent after their recent dip.

Wages, however, have been kept low and there is a degree of controlled inflation.

As a result of the recent elections the incoming administration has much greater control over Congress—a fact which inhibited the outgoing government.

The Balaguer electoral platform pledged a renewal of public spending to create more jobs but so far there have been few indications of major policy differences. The need to service debt and complete through to the final quarter of 1987 the IMF austerity package provides a major constraint from which it will be hard to move.

The principal long-term problem remains how to create jobs in this the most populous Caribbean state outside Cuba. This will have to be done with greater emphasis on agro-industry, further promotion of agriculture and expansion of tourism.

In doing this, it is essential that centres of employment are found outside the two major cities. The Dominican Republic has become far too top heavy, with too many people dependent upon the capital and its suburbs.

Robert Graham



### Foreign investment

## US companies still dominate

ATTRACTING foreign investment has been fundamental to the outgoing Jorge Blanco administration's efforts to stimulate new export orientated to industry.

The incoming Balaguer Government is committed to give the same priority; with a decline in the importance of sugar as a foreign exchange earner, the Republic is obliged to sources of hard currency to help service the burden of foreign debt.

In this respect the Dominican Republic's predicament is similar to that of Jamaica. However, unlike Jamaica it has been much slower to promote its assets and actively seek foreign investment. As a result of its assets and marginal nature, the Dominican Republic ventures created about twice the number of jobs. Indeed, half the jobs created by the CBI in the Caribbean—also opposed to Central America—have so far been in the republic.

American investors should soon be eligible again for insurance Overseas Private Investment Corporation (OPIC). This was first established in 1962 but in 1984 withdrew from new investment pending the resolution of a complex dispute with the Government.

The dispute arose out of the 1984 peso devaluation which created problems in calculating the rate at which dividends were remitted. The main claims in this respect were settled in March but there is

still some \$6m in royalties unresolved.

The basic legislation governing foreign investment is Law 80, amended in 1983. This permits foreign investment in any sector except public utilities, communications, forestry, transport and defence. Nevertheless, exceptions exist even in these areas, the most notable is the US-owned telephone company, Codetel.

All foreign investments have to be registered with the Central Bank in pesos. The maximum profit remittance, as of August 1984, is 25 per cent of annually-registered capital. Once tax has been paid, then profits are freely remitted.

The Jorge Blanco administration singled out four priority areas in which to seek investment: mining, tourism, agro-industry, and industrial free zones. These provide the best hope of being the most attractive to foreign investors, and the most useful to the economy in terms of job creation, technology transfer and foreign exchange earning.

In the mining sector, the new Blanco administration has sought to encourage better geological assessment of the country at one level; and on another, to expand production of gold, ferronickel, silver and limestone.

Gold is considered the most promising along with ferronickel. Increased exports of these two commodities have helped offset the collapse of the local ferro-nickel industry. Exploration also continues for copper, zinc and lead.

Significantly, the Dominican Republic has been one of the most successful countries in attracting investment under the CBI. In a study prepared last year by the State Department, 31 new ventures had been established for a value of \$43m, creating almost 10,000 new jobs.

While Jamaica attracted more projects and marginal income funds, the Dominican Republic ventures created almost twice the number of jobs. Indeed, half the jobs created by the CBI in the Caribbean—also opposed to Central America—have so far been in the republic.

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still some \$6m in royalties unresolved.

On the Florida-based Fanjul family, which left Spain at the time of Franco's death also ended up in the Republic. Canadian investors have also been active, most notably the mining concern, Falconbridge.

Total cumulative investment this year has reached \$280m. The figure may be higher since a large ex parte Dominican community in the US, especially New York, has begun to channel funds into small-scale ventures in the service sector.

The basic attractions for foreign investment now are US-oriented. The republic is strategically located in the Caribbean within easy reach of and with good links to Miami and Florida, as well as the entire East Coast. Wages are cheap with only Haitian labour cheaper in the Caribbean.

On the Industrial Free Zones, hourly rates of pay are being quoted at \$0.57 to \$0.85. Although there is an organised trades union movement, not all sectors are fully unionised and there is no union presence in the Industrial Free Zones (IFCs).

Unlike most other Caribbean countries, the Republic has a large amount of land available at relatively low prices and

there is no shortage of skilled labour.

The attraction for US investors is that the Republic is included within President Reagan's Caribbean Basin Initiative (CBI). This provides for 12 years of one-way free trade with exemptions for all imports from CBI-designated countries as of 1984.

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Robert Graham

## Investing in the Dominican Republic



Lic. Jose Antonio Najri, Chairman of the Investment Promotion Council, talks about the Dominican Republic and its attractions for the foreign investor.

- Q. Would you tell us a little about The Dominican Republic?
- A. The Dominican Republic is an independent nation located on one of the largest of the Caribbean Islands. We are less than two hours by air from Miami and only three hours from New York.
- With an area of 49,000 square kilometers, our country is somewhat larger than Denmark or Belgium. Our total population of 6.3 million includes a labour force of more than 2 million.
- Q. What is the living environment like in your country?
- A. First-time visitors to The Dominican Republic are often struck by the quality and variety of amenities the country has to offer. Our climate is tropical, but the temperature is always moderated by cool breezes.
- Santo Domingo, our capital city, is vibrant and cosmopolitan. The city offers a wide range of amenities, first-class full-service hotels, including fine restaurants and a national cultural centre with a resident symphony orchestra and ballet as well as a programme of visiting performing artists. World-class golf courses and other recreational facilities at the Casa de Campo tourist complex are only a short drive from the city. Also, with 5 local television stations, including a 24-hour news channel, eight local newspapers and same-day delivery of the International Herald Tribune, Wall Street Journal, and the Miami Herald. The foreign businessman has complete access to all the news he needs to keep up with events in the world.
- Finally, while Spanish is our native language, practically everyone in our business sector speaks English. So, we are confident that visitors from overseas can enjoy a comfortable and easy setting for doing business.
- Q. What other communications linkages are there?
- A. We have direct distance telephone service to the U.S. and many other

countries, as well as 24-hour cable and telex services. Air connections from Europe and the U.S. are convenient. For example Iberia and Delta fly directly from Europe, and there are good connections through New York, Miami and Panama.

Q. How would you describe the political situation in The Dominican Republic?

A. Our country has a well-established democratic tradition. The government is organised according to the traditional division of power among the executive, legislative, and judicial branches. The President, who is the head of state, is elected every four years through universal suffrage.

Q. What does The Dominican Republic have to offer to the foreign investor?

A. First of all, the country offers special advantages to European Company investors in penetrating the U.S. market. We are a beneficiary country of the U.S. Caribbean Basin Initiative Programme. This means that most products from The Dominican Republic can enter the U.S. duty-free provided that at least 35 per cent value has been added in The Dominican Republic.

Second, we believe that our country is highly competitive in terms of the tax incentives we offer for foreign investment in tourism, agroindustry, and manufacturing for export.

Finally, our production costs are low and the productivity of our workers is high. The average man-manufacturing wage is only US\$0.54 per hour. In addition, many foreign concerns claim that the output of their Dominican workers matches and frequently exceeds that of their plants in their home countries.

Q. How successful has the country been in attracting foreign investment?

A. In the last two years, 40 new agro-business ventures, with a total investment of \$100 million, have been registered. In our duty-free manufacturing zones, 35 new operations were started up.

For more details about investing in the Dominican Republic, contact:

INVESTMENT PROMOTION COUNCIL

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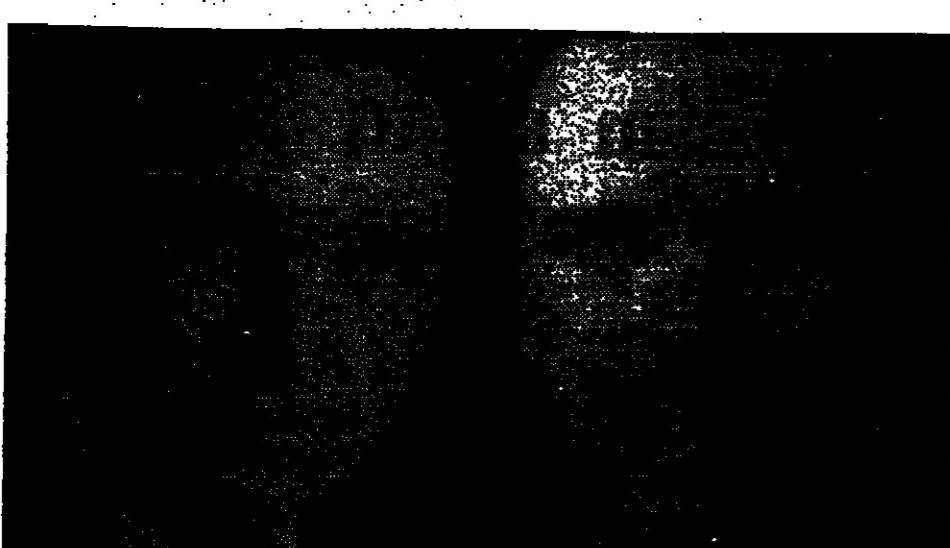
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## Dominican Republic 3



The brothers Alfonso and Jose Fanjul, Florida-based sugar entrepreneurs, they now run the island's largest private sector corporation with interests in tourism, sugar and livestock.

### Sugar

## Ready to diversify

GOVERNMENT AND private sector interests in the Dominican Republic are now taking their first positive steps to diversify the country's huge but ailing sugar industry.

With annual production of about 1.8m tonnes, the Dominican Republic is, with the exception of Cuba, the largest sugar producer among the Caribbean nations. The country has also prided itself in being the most efficient, aided by its low wage levels and its economic scale of production, which is stimulated by its large domestic market of more than 6m.

However, these factors have meant that the Dominican Republic is now only starting to do what its smaller island competitors have been doing for years—scaling back sugar pro-

duction in favour of other crops or, indeed, other industries.

Experts are unanimously agreed that the task will not be easy: sugar accounts to 25 per cent of all the Republic's export earnings, surpassing gold, silver, ferrometals, cacao and coffee, all of which combined to give the country some 90 per cent of its entire export income of \$7.7m in 1985.

According to the Banco Central, overall exports are forecast to grow to \$800m this year, and the sugar sector's return on earnings from abroad is likely to shrink to \$17m compared to 1985. The contraction fall from a peak of \$540m in 1981 has been steep indeed.

The problem is aggravated by the fact that the US is by far

the largest customer and, since 1982, has steadily scaled back its uplift. The Republic used to be able to count on shipments of 700,000 tonnes per year to the US, but since 1982 this has been cut back to 280,000 tonnes.

In addition, the Republic is not a Lomé Convention pact signatory, and does not have preferential access to the European market as does some of its English-speaking neighbours in the Caribbean by virtue of their former British colonial status.

The reality of the situation facing sugar producers was a factor in the decision by Gulf and Western of the US two years ago to pull out of the Dominican Republic. It sold its Central Romana sugar company, which includes the world's largest sugar-producing unit, its livestock holdings and its tourism properties in Santo Domingo and a vast, rolling estate near La Romana, 90 miles west of the capital, to Messrs Jose and Alfonso Fanjul, two Cuban-American brothers with vast agricultural holdings in Florida.

The 200,000 acres comprising Gulf and Western's properties on the island are estimated to have been sold for \$200m, a figure not denied by the Fanjul family.

Central Romana, in its first year under Fanjul ownership, produced 277m tonnes of sugar, its lowest output in years.

Mr Eduardo Martinez Lima, Central Romana vice president, said the company's aim was to diversify into tourism, mainly through its Premier Hotel Group, which owns the Santo Domingo and Hispaniola Hotel in the capital and the

Casa de Campo complex in La Romana. The hotel division is understood to be anxiously seeking tourist properties in other countries.

Central Romana will always be a sugar producer, however, but no growth is forecast, Mr Martinez says. This could mean some hard decisions ahead, as it is the country's largest private-sector employer, providing jobs for some 22,000 workers in the peak harvesting season. Much of its livestock—that which is not used for breeding, which is slaughtered as calves—is slaughtered as calves and fed for fastениng and to service the tourism industry.

It has fallen to the state Consejo Estatal de Asemar to take the lead in diversifying into other agricultural crops.

The CEA admits it has an advantage over Central Romana. The latter's sugar holdings are almost entirely on rough terrain not suitable for any other type of crop, whereas the CEA harvests some of its sugar from smoother terrain, some of which is never being switched to other types of agriculture.

Mr Carlos Espinoza, an economist administrator specialising in the sugar industry and a former Central Bank Governor, believes an optimum 30 per cent of the island's sugar output, or so, re-inforcing the industry's peaceful character as a society whose pluralistic society with its agreeable and musical people welcome foreigners.

Indeed, there is probably no better advertisement than the all-persuasive sound of the merengue, the island's national music, whose pulsing Latin beat is as representative of Dominican character as the samba is to the Brazilians.

Compared with other Caribbean islands, the Republic's tourism industry is comparatively new, having come into its own in the past decade.

Its growth has been strong, however, that it is causing concern in Jamaica, which the republic regards as its main competitor. Jamaica takes in about \$1bn a year in tourism revenues. The Republic will generate more than \$400m, predicts Mr Ramon Prieto, head of the National Association of Travel Agents.

This will be about 10 per cent up on the previous year, itself 10 per cent up on 1984. Double figure growth rates are forecast for the rest of the decade.

Tourist arrivals will approach 800,000 for the year, compared with over 700,000 last year, just 275,000 in 1975.

The World Bank recognising the industry's importance to the well-being of a largely agriculture-dependent country, has helped fund infrastructure development in the sweeping Puerto Plata resort along the north coast, 8½ hours by car from Santo Domingo.

Puerto Plata has seen 2,000 hotel rooms added in just two years, and will be the focal

### Tourism

## Big increase in number of visitors



Private beach at the 7,000-acre resort of Casa de Campo

point for the growing bulk of the US, which at that time was the largest foreign interest in the country.

At that time, he launched the Casa de Campo villa and recreation complex which now spreads out over 7,000 acres 90 miles east of the capital.

Initially a playground for the wealthy, it has since been put on a more commercial footing under the management of Mr Claudio Silvestri, president of the Premier Hotel Group, which also includes Santo Domingo's two main hotels—the Santo Domingo and the Hispaniola.

An Italian, he is a veteran of British Savoy Hotels and in recent years has headed the US giant group's hotel interests in Travel Agents.

The capital will, with its 1.5m people, be undergoing a transformation of its old quarter. It is the oldest city in the Americas, and the birthplace of Christopher Columbus. The broadening of Casa de Campo's market base is being accelerated by the decision two years ago by Gulf and Western to pull out of the republic entirely.

Mr Silvestri remained at the head of the complex and now runs the entire tourism interests of the new proprietor, the Cuban-American Fanjul family.

Casa de Campo is by far the largest complex of its type in the Caribbean, with 225 guest rooms and 250 de luxe villas, spread roomily over the entire estate area. It also boasts 17 tennis courts, two polo fields, horse riding facilities and more than 1,000 well-trained steeds, and a private airstrip.

Mr Silvestri says his main target is the growing incentive travel and corporate business market.

While most of Casa de Campo's business comes from the US, it can count on a growing supply of corporate customers from Venezuela, Colombia, Puerto Rico, Canada and Europe.

Mr Silvestri says that the complex has just signed a three-year deal with Grand Tours of Italy, a travel unit of the state-owned ENI group, which will mean some 36,000 customers from Italy over the next three years.

Several thousand Canadians will also use the Casa de Campo in the next few years as a result of a similar deal signed with the Scott Orient group of Toronto.

He does not take lightly the competition from smaller resorts in the Barbados Sandy Lane area and Jamaica's Frenchmans Creek, but says the real competition is from Hawaii, Puerto Rico and Monte Carlo.

While Casa de Campo is at the high end of the tourism scale, its own room nights will have expanded to 135,000 by next year compared with 49,000 available in 1985.

On the face of it above all is responsible for the growth throughout the country's tourism sector. Mr Silvestri states: "In many of these islands people have to be trained to be nice; but not here. Hospitality is instinctive."

Frank Gray

# Johnnie Walker



Born 1820, still going strong.

## Return of the old survivor

### PROFILE : JOAQUIN BALAGUER

JOAQUIN BALAGUER'S political career has spanned many years in extraordinary circumstances that it is almost impossible to pin a label on him. The man who is to be the Dominican Republic's next president will be 79 in September and is now almost blind.

He has proved a remarkable political survivor, having been labelled variously an opportunist, authoritarian, populist, and a brilliant tactician.

In his office in Santo Domingo there is a portrait of the late Spanish dictator, General Franco. Yet Mr Balaguer is also leftist in politics and in his youth wrote an essay on the Spanish poet Federico Garcia Lorca who was killed by Franco's side during the Civil War.

He has produced more than 40 books covering literary works, political tracts and novels. Latterly his style has become pretty turgid and the bookshops which rushed out editions in the wake of his electoral victory in May have not been many.

Mr Balaguer was born near the northern town of Santiago in 1907, and after attending local schools won a place at the state university in Santo Domingo. There he studied law and went on to gain a doctorate at the Sorbonne in Paris.

His political activities date from the early 1930s with the rise of the Trujillo dictatorship. He came to be a close confidant to the founder of the Trujillo regime, Rafael Leonidas Trujillo. He was made first of all vice-president under the Trujillo in 1957, and then was titular president in 1960.

Despite his closeness to the regime after Trujillo was assassinated in May 1961, he managed to engineer the exile of the rest of the family and the state ownership of their very considerable assets.

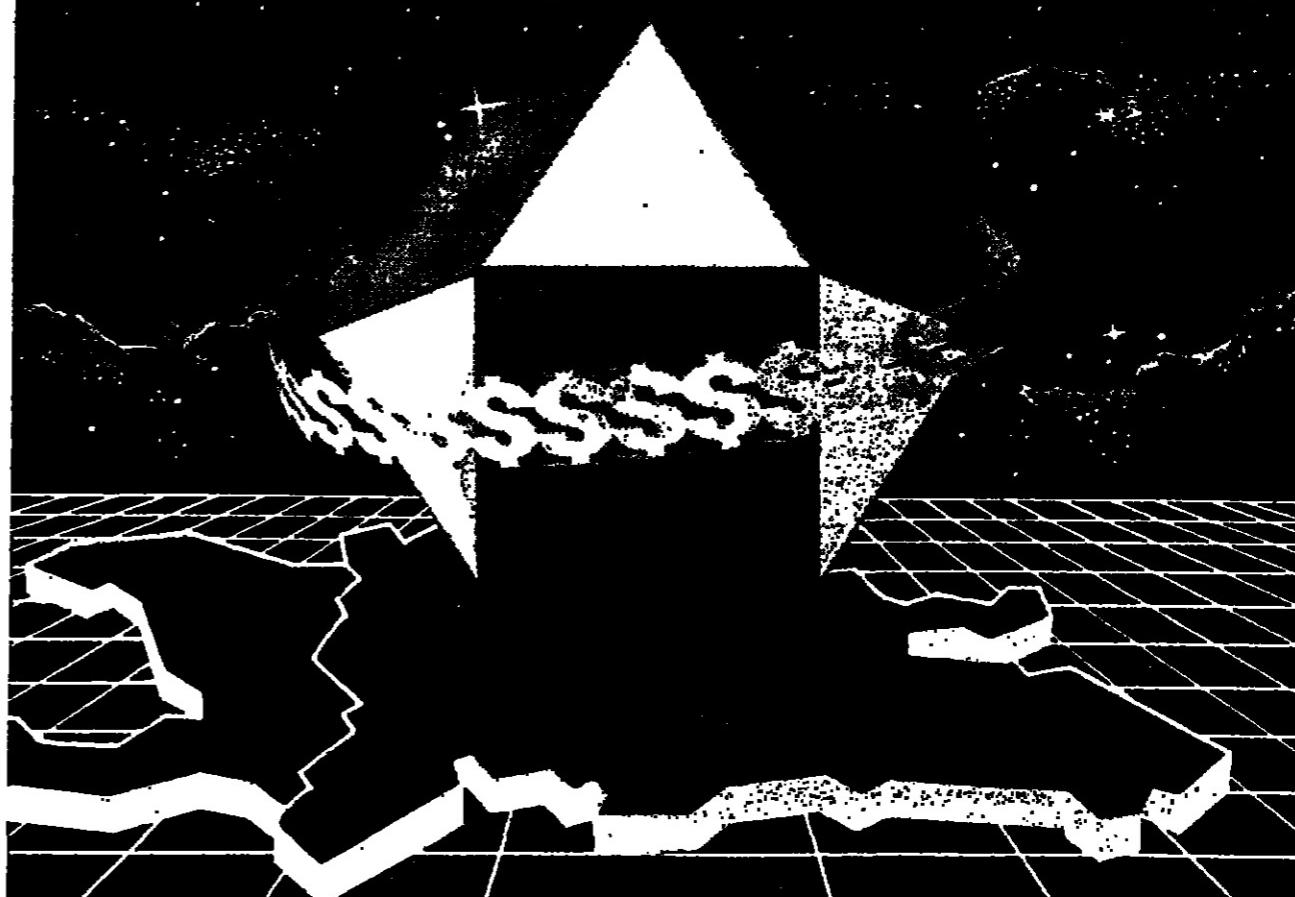
However, his links to this ruthless dictatorship eliminated him as a likely candidate in the presidential and parliamentary elections held in 1962, that saw the triumph of his long-time rival, the Left-wing Mr Juan Bosch.

Mr Balaguer went abroad into a form of exile for four years in New York, and thus managed to avoid being tainted by the brief civil war that broke out

## Your Business World in Dominican Republic.

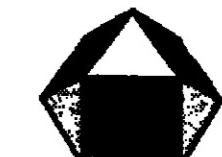
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Santo Domingo, Rep. Dominicana.

Robert Graham

## Dominican Republic 4

### Coffee and cocoa

## Export earnings improve

THE TIMELY boom in the price of coffee and the continued steady growth in the sales of cocoa will mean improved export earnings for producers of the two crops which are likely one day to outstrip sugar as the Dominican Republic's two major agricultural export earners.

Coffee has been riding high on the back of a welcome price boom that has seen it shift in the last year from a stable level of \$125 per tonne up to a high of \$270. This has passed and price levels are now shifting below \$170 per tonne.

The price surge, however, will mean only very increase in export earnings. The Central Bank predicts coffee shipments abroad could amount to revenues this year of \$160m, compared with \$90m last year.

Export earnings of cocoa, generally stable now at \$1225 per tonne against higher earnings earlier in the year, will mean a boost against 1985 revenues of \$15m.

While coffee is a crop of un-

disputed value in the Dominican Republic—the Caribbean region's largest producer after Cuba—it is somewhat left to the mercies of the marketplace and the international quota system implemented by the member nations of the International Coffee Organisation.

A valuable fillip is the rising tide of tourist and business visitors, which means higher domestic coffee consumption. Production of the crop is generally runs at 30m tonnes per year. Productivity gains are usually measured in price rises, rather than actual refinement of output knowhow.

Rather greater long-term potential, abetted by the lack of a quota system, is the belief that some emerging countries have not yet developed a taste for chocolate hangs over the country's cocoa producers.

Officials at Commercial Roig, the Santo Domingo commodity shippers, say cocoa is operating at far below its potential.

Along with coffee, cocoa pro-

duction is a labour-intensive industry in a labour-intensive country.

Coffee provides employment to 250,000 workers, and the harvest is carried out by some 45,000 families.

With cocoa, which is less subject so far to price changes, there are some 25,000 farms, 84 per cent of which operate plots of 12 acres or smaller. There are but a handful which produce from plots larger than 50 acres in size. Cocoa harvesting and processing creates employment for about 100,000 Dominicans.

Inherent in cocoa production is a perceived lack of productivity. The Dominicans use the metric system (one acre) as a measure, and point to the average some 25 to 50 pounds of cocoa are produced per tree. This compares with an optimum level of up to 200 pounds per tree produced on experimental plots.

With Government policy firmly directed towards an im-



Mr. Carlos Morales during the recent election campaign. As the country's leading businessman and new vice-president, he will be responsible for implementing the policies of President Balaguer

plementation in export earnings—especially in the face of a floating, albeit reasonably stable, currency—a productivity improvement in such a vital crop is an important objective.

This will not be easily overcome given the country's 25 per cent unemployment rate and a distinct lack of appetite to undertake dramatic rationalisation of the farming industry.

Shippers believe, however, that major gains can be made by introduction of modern fer-

tiliser techniques—some 2 per cent of all cocoa farmers use fertilisers to boost output and make far less use of their land for planting.

But with the high potential

of the international confectionery industry, especially in the Orient, many shippers see the need for greater market awareness in the republic, an awareness that will lead to more cost-effective, and profitable production.

Frank Gray

### Baseball

## Life on the sports pages

ANY EUROPEAN businessman seeking to ingratiate himself with potential clients in the Dominican Republic would be well advised to begin by reading the sports pages of one of the capital's nine daily newspapers.

It will become immediately apparent that baseball is the national sport—indeed, the national obsession—as essential to the Dominican way of life as cricket is to the English-speaking Caribbean.

To recognise this is to understand the influences of the US on the Republic but, equally importantly, the impact of the island's athletes on what is

America's national sport. There is scarcely a single team in the 200 plus US major leagues that has grandes ligas that does not have a Dominican player on its roster.

Television viewers were reminded of this on the July 4 Statue of Liberty centennial celebrations, when among the many interviews with foreigners who have attained success in the US, there was a particularly emotive one with Manuel Mota, a Dominican-born coach with the Los Angeles Dodgers.

Daily one reads of the exploits of such home-grown stars as Jorge Bell, a strong hitter playing for the Toronto Blue Jays and reckoned to be one of the sport's potential super stars.



Baseball: an essential part of Dominican life

Hoy-Santo Domingo

The columns are also peppered with the names of other heroes such as Tony Fernandez, Damaso Garcia, Stan Javier, Juan Samuel, Julio Franco, Joaquin Andujar, Fernando Griffin. The list seems and probably is, endless.

The domination by Dominican athletes of US baseball began two-and-a-half decades ago, and has supplanted that of Cuban, then the big Caribbean influence in US sports.

The republic's all-time US baseball superstar was Juan Marichal, a stylish, high-kicking pitcher who toiled for the San Francisco Giants for more than a decade-and-a-half. His strong right arm won him some 250 games, and a few years ago he became the first Latin American player to be elected to US baseball's Hall of Fame, the sport's highest accolade.

He is now an insurance company executive in Santo Domingo and is a senior official of the Social Christian Reform Party of president-elect Joaquin Balaguer.

The spawning ground for this talent is not the capital itself but the small town of San Pedro de Macoris on the Caribbean coast, 75 miles to the west, where youngsters use stones and scrub wood when baseballs and bats are not available.

Now being developed as a free port, or an industrial free zone, San Pedro has produced Bell, Fernandez, Andujar, Griffin and Mota, as well as other world class baseballers such as Cesar Cedeno and Rico Carty. Oddly, the great Marichal, who has inspired so much enthusiasm among youngsters, is from a small city in the interior.

Such Dominican influence on baseball shows no sign of diminishing, or close are the ties between the two countries.

It has been observed that if West Side Story, the popular ballet-musical depicting Puerto Rican street life in New York in the 1950s, were made today, the Puerto Ricans would have to take a back seat to their Dominican colleagues. The theme of the memorable dance on the rooftop would be the return to Santo Domingo, not San Juan.

US Immigration Department officials estimate that the Dominican population in the greater New York city area is about 600,000, mostly first and second generation families who began their exodus in the 1950s.

If they were all to return, they would boost the island's population by 10 per cent, which reflects more or less, the percentage of those Dominican baseball players making their names and fortunes in "las grandes ligas."

Frank Gray



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Mr. Carlos Morales during the recent election campaign. As the country's leading businessman and new vice-president, he will be responsible for implementing the policies of President Balaguer

implementation in export earnings—especially in the face of a floating, albeit reasonably stable, currency—a productivity improvement in such a vital crop is an important objective.

This will not be easily overcome given the country's 25 per cent unemployment rate and a distinct lack of appetite to undertake dramatic rationalisation of the farming industry.

Shippers believe, however, that major gains can be made by introduction of modern fer-

### Trade

## Realism about policy



Cigar production. Millions of handmade cigars are exported to the US

The thrust of the Government's trade policy has been to encourage investment in export-oriented industries.

In all, the US takes in about 70 per cent of the republic's exports, which last year totalled just over \$800m. It supplied some 45 per cent of the island's imports, a figure likely to increase given the falling price of Venezuelan and Mexican oil.

Tourism, which is regarded as the major growth industry for the rest of the decade, will generate more than \$400m in foreign exchange this year, again mostly from the US.

Germany and Japan, largely through car and electronic goods sales, are European leaders in the domestic market, but collectively ship just \$100m in goods to the Republic, while lifting even less.

The UK, which once dominated the oil industry—witness the countless Morris Oxford and Austin Cambridges of generalists—ago on auto Domingo street—now trades less than \$25m in goods per year with the republic, most of it in trade sanctions.

Factories in Santiago de los Caballeros, the Republic's second city, turn out millions of hand-made cigars a year for the US market. One marque is called the Habanera, which serves to tweak the nose of Cuban cigar merchants unable to sell into the US.

At the same time, hundreds of thousands of litres of rum are exported north. Although faced with the dominating competition of the expatriate Cuban Bacardi family, such brands as Bermudez rum ready out among the estimated 1.5 million Dominicans living in the US.

Although the sugar trade is suffering, the US still takes its share of what the Republic produces, some 200,000 tonnes of sugar sent to the US last year. The US supplies a similar ready market for coffee and cocoa, two other staple crops with a better long-term outlook than sugar.

"The sugar is a big market for us, and it is simply down to the availability of ships," says Mr. Gabriel Roig, head of Commodity shippers Commercial Roig. "To ship to Europe, it is less than \$25m in goods per year with the republic, most of it in exports.

Not to be overlooked is gold, the island's one, true international commodity not so tied to a single marketplace.

With sales of 10.4 tonnes last year, it was Latin America's fourth largest gold shipper.

Sales were just 8.0 tonnes in 1975, and its foreign earnings are likely to be better this year given the steady price of the ore, and the long-term outlook is good as the country has reserves that are estimated to last over 20 years.

Frank Gray

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### 1986 - 87

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October

JAPANESE INVESTMENT IN EUROPE  
MARYLAND  
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PACIFIC RIM—ARENA FOR ECONOMIC GROWTH

November

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US WEST COAST BANKING  
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John Lewis

## UK NEWS

## Stable output prices boost low inflation hopes

BY GEORGE GRAHAM

MANUFACTURERS' output prices remained unchanged in June, boosting the Government's hopes of keeping inflation low in coming months. Industry's output prices continued, however, to outstrip the cost of its fuel and raw materials.

Output prices stood 4.5 per cent higher in June than they had 12 months earlier, the Department of Trade and Industry (DTI) said yesterday. That compared with an increase of 4.8 per cent in the year to May.

Input prices, by contrast, were provisionally estimated to have fallen by 1.2 per cent in June, or 0.7 per cent after seasonal adjustments.

That left price rises 1.2 months lower than they were 12 months earlier, compared with 8.7 per cent lower in the previous month.

The fall in input prices was due mainly to lower prices for home-produced food and imported commodities, the DTI said. The food, drink and tobacco industries collectively saw their fuel and raw-material costs fall by 1.0 per cent but have been able to increase their own output prices by 8.2 per cent.

Inflation has slowed more sharply in the producer price area than it has in the consumers' price area than it has for producers' prices. The Retail Price Index was until February rising faster than the producer price index but it has decelerated since then.

Where the annual rate of in-

crease in producer prices has only fallen from 4.9 per cent in February to 4.5 per cent last month, the retail price inflation rate has in the same period fallen from 5.1 per cent to 2.5 per cent.

## Surveyors vote for stock-market access

BY ANDREW TAYLOR

CHARTERED SURVEYORS yesterday voted to change the rules of their governing professional society to allow members to become public quoted companies or subsidiaries of larger groups.

The rule changes have been forced by growing competition for business within the financial-services sector. They will allow commercial and residential estate agencies greater freedom to issue shares and merge with other companies.

Members of the Royal Institution of Chartered Surveyors voted by 82 per cent - although only 10,000 of the 55,000 membership voted - to end restrictions preventing agencies from issuing more than 25 per cent of their capital to outside shareholders.

## Austin Rover faces US challenge on car name

AUSTIN ROVER is involved in a battle about the use of the name Sterling for its new executive car in the US. Kenneth Gooding writes.

London Coach, a company based in Michigan, has objected to Austin Rover's use of the name and, as a result, the US patent office so far has rejected the UK company's application to register it.

However, Austin Rover said yesterday that the name would be used and the launch of the Sterling, known in the UK as the Rover 800, would go ahead as planned in the US early next year. The Rover Group (formerly British Leyland) subsidiary said negotiations were in progress with the US company.

London Coach imports to the US London black taxi from the Carbodies company in Coventry, installs engines that meet US emission requirements and completes the final trimming. It calls one version of the London cab the Sterling Limousine.

NORTHERN Ireland experienced more violence on the last

## Pound hopes for a soft landing

THE POUND has slid so far and so fast since the middle of last week that financial markets have been moved to the sort of apocalyptic language usually reserved for a full-blown sterling crisis, George Graham writes.

"Catastrophe point may have been reached," commented stock-broker Phillips & Drew yesterday, while even the more cautious analysts began to predict an end to the steady succession of cuts in UK interest rates since this year's budget in March.

Sterling exchange-rate index has fallen by 2 points in three trading days, the sudden decline prompted by the precipitous fall in oil prices.

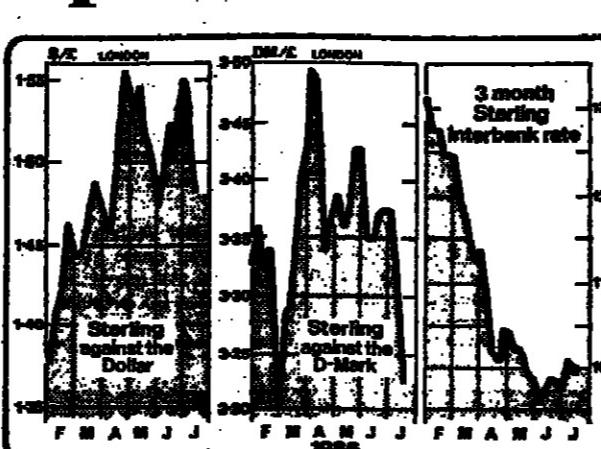
As prices plunged through \$10 a barrel, currency traders suddenly began to recall the pound's status as a petro-currency.

Yet for the past four months, the Conservative Government has been able to persuade no one that the effect of lower oil prices on the UK economy is "broadly neutral" - if anything, slightly beneficial.

Treasury economists argued that North Sea oil and gas represented only 3 to 4 per cent of the UK's national income, 6 per cent of total UK exports and 9% per cent of the Government's revenues.

While the collapse in oil prices would reduce those revenues, they said, consumers and industry would benefit, since lower oil prices would encourage higher world trade and output, with lower world inflation.

The UK would gain, although by less than its main industrial compa-



nies, which are net importers of oil.

With a run of poor UK trade statistics in recent months, however, investors have begun to wonder how soon the longer-term benefits of increased world trade would materialise to offset the immediate adverse effect of lower oil prices on the UK's balance of payments.

Since 1983, the UK has relied on its exports of oil and its surplus in invisible trade to offset a growing deficit on its trade in non-oil, visible goods. This year, oil trade is not likely to contribute to the £2.2bn (\$12bn) surplus it did in 1985.

The oil-trade surplus dwindled from \$261m in January - when prices had just begun to fall but output was exceptionally high - to

£212m in May. The non-oil deficit, however, reached the unprecedented level of £1.54bn in March, and has averaged £1.60bn a month so far this year.

The Treasury remains sanguine. In its budget forecasts, it predicted that the deficit in non-oil, visible goods would fall slightly to £9.6bn, while a drop of \$3bn in the oil trade surplus would be offset by a similar increase in the invisible trade surplus.

Even on the Treasury's assumption that oil prices would average \$15 a barrel throughout the year, that forecast of a £2.1bn current-account surplus in 1986 was viewed as many private-sector economists as too optimistic. With oil now changing hands at around \$10 a barrel, the

## Branson unveils his campaign for the greening of Britain

BY IAN HAMILTON FAZEY, NORTHERN CORRESPONDENT

MR RICHARD BRANSON, the millionaire rock-record chief, airline entrepreneur and transatlantic speedboat racer, yesterday unveiled "UK 2000", a Government-backed body that will campaign to make Britain greener.

Mr Branson will chair the organisation for a year. It will provide an umbrella for voluntary bodies, trusts or charities already engaged in environmental work. They will be the vehicles for channelling 3,000 jobs under the Government's community programme into clean-up and "greening" projects.

New government money will amount to £750,000 to pay the running costs. The community programme jobs will cost £22m in wages but will be not so much "new" as better directed and co-ordinated.

The aim is not just to clean up Britain, but to wipe out dereliction and bring more green into cities, making districts more attractive and, the Government hopes, creating new opportunities that the private sector will seize. As the name implies, the project will last at least 14 years.

The value of appointing Mr Branson, a charismatic figure with youth appeal, was demonstrated by yes-

terday's launch, which took place in Renishaw Park, a renovated, formerly derelict complex of old mill buildings deep in the heart of Halifax. That now houses 140 small businesses employing more than 1,000 people. Cleaning and cleaning up the buildings created their opportunity.

The

## UK NEWS

**Mitsubishi Canter truck to be assembled in Ireland**

MITSUBISHI of Japan is likely to enter the UK light truck market with a vehicle assembled in Ireland, Kenneth Gooding, Motor Industry Correspondent, writes.

A 3.5 tonnes gross weight chassis-cab version of the new Mitsubishi Canter truck arrived in Britain yesterday. The importer, Colt Car, is to pay for the technical tests necessary before it can go on sale in the UK.

The Japanese industry has an official agreement with the UK So-

ciet of Motor Manufacturers and Traders not to export heavy trucks (over 3.5 tonnes) directly to Britain.

Colt, based at Cirencester Gloucestershire, and 49 per cent owned by Mitsubishi, said yesterday it was not its aim to circumvent the agreement by bringing trucks in through an Irish "back door".

"There is some demand for us to extend our commercial-vehicle range but the small numbers we would expect to sell make it more sensible to bring the trucks in from

Ireland than fully built-up from Japan," Colt explained.

Although the recently introduced Canter - which has a new tilting cab more suitable to European demands - will be put through the technical tests, Colt said that did not necessarily mean it would be sold in the UK. The vehicle was just the subject of a feasibility study.

The Canter trucks will be assembled in Ireland by MNC Commercials of Dublin from kits sent from Japan.

Colt caused some controversy in 1982 by importing to the UK under the name of Lonsdale cars built at Mitsubishi's factory in Australia.

Some observers argued that that was in contravention of the "gentlemen's agreement" between the UK and Japanese motor industries, which limits car shipments from Japan.

Colt insisted that the Lonsdales were not Japanese as they had an 85 per cent Australian content.

measured by ex-factory value. However, the Lonsdale project was not a success and no Australian cars were imported last year.

Precedent for the non-direct shipment of Japanese trucks to the UK via Ireland was set by Hino, a company in which Toyota has an interest.

HCV Motor Vehicle Distributors, the importer based at Warrington New Town, sold more than 350 Hino trucks in the UK between 1980 and

the middle of 1983 when the British Government introduced "type approval" technical and safety tests for heavy vehicles and brought sales to a halt.

Mr Liam O'Neill, managing director of HCV, said yesterday that two trucks had already successfully been put through type approval and a third would be shortly. Sales started again recently and HCV hoped to sell about 100 heavyweight Hinos this year.

**New coal-fed power stations may meet electricity demand**

BY MAURICE SAMUELSON

BRITAIN'S ELECTRICITY industry is likely to seek planning permission early next year for two big coal-fired power stations in southern or south-west England, whether or not it receives approval for its first pressurised-water reactor at Sizewell, Suffolk, on the east coast of England.

It is therefore considering whether the stations should consist of two 600 MW generating units, instead of the three 600 MW units, which are the biggest so far built in Britain.

British boiler and generator suppliers have experience in building units of up to 1,200 MW for overseas power stations and are believed to be anxious to build the first 600 MW sets in the UK.

The sites in which the CEBG is believed to be most interested are at Fawley or Marchwood, on Southampton Water, and at Insworke Point, Plymouth. Other possible locations are at Kingsnorth or Barking on the Thames. An inland site is not excluded, although West Burton, in the Midlands, is thought likelier than Didcot, Berkshire, which was named in a weekend press report.

The CEBG is unlikely to win permission without a local planning inquiry, but resistance to coal-fired power stations can hardly match that which has held up the Sizewell nuclear project.

Mostly of the environmental lobby will also be moderated if, as is expected, the CEBG agrees to equip the stations with anti-pollution features to reduce their emission of sulphur dioxide and nitrous oxides.

Prices accession, Page 18

**Profits rise by 20% at Robert Fleming**

BY BARRY RILEY

A BREAKTHROUGH in profitability of the corporate finance department was said to be the significant feature of the 1985-86 performance of Robert Fleming Holdings, the privately owned merchant banking group. Yesterday it reported a 20 per cent rise in profits after tax, minority interests and transfer to inter-

man reserves for the year ended March 31 1986.

Fleming's big corporate finance deals last year included the defence of the Distillers Company, the flotation of Wellcome and the promotion of the Channel Tunnel Group. The department has continued to be busy in the current year.

Mr Joe Burnett-Stuart, chairman, said in his annual statement that the group was "well prepared as any to grasp the opportunities which will come with Big Bang in London and with the other changes, no less important, in every financial centre in the world".

Revaluations of assets have boosted Fleming's balance sheet with capital and reserves up from £118.1m to £195.3m. Listed investments are taken in at market value and the 59 per cent stake in the unquoted Save & Prosper group has been included at a new directors' valuation of £48.8m - effectively putting a value of £74m on Save & Prosper as a whole.

The overall profitability of securities dealing and broking, including foreign stocks, was good. There was also an "extremely good" trend in the investment management side - where Fleming earned half its total revenues - both in terms of good investment performance and success in gaining new business.

Fleming did not intend to follow Morgan Grenfell, the merchant bank and seek a Stock Exchange listing as a source of finance.

**Management buy-outs at £930m for 1985**

BY WILLIAM DAWKINS

MANAGEMENT buy-outs are taking place in the UK on a far larger scale than figures have suggested, according to the University of Nottingham's Centre for Management Buy-Out Research.

It estimates in a study that £930m worth of management takeovers took place in Britain last year, bringing the total since 1979 to £1.5bn.

Mr John Coyne and Mr Mike Wright, the centre's directors, said there were 227 buy-outs last year, worth an average of £5m each, in 210, worth £1.2m each, in 1984.

Their full findings will be published in September by Venture Economics, the US research consultancy. The Nottingham figures are nearly 15 per cent above earlier estimates by Pest Marwick, the accountants, mainly because they include buy-outs that are either too confidential or too small to be announced.

The centre says that even its own figures might understate the size of this fast-growing phenomenon because it is hard to keep track of the increasing number of deals quietly financed by straight bank loans through clearing bank branches equity investment.

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## UK accused of failing to honour electricity pledge

By MAURICE SAMUELSON

MAJOR INDUSTRIAL users of electricity in the UK are accusing the Government of failing to honour a pledge that electricity tariffs would be cut to reflect a cut in the price of power-station coal and falling world oil prices.

Although domestic and most commercial and industrial customers are better off, they say that for the high-load consumers, electricity tariffs are only 1 to 2 per cent lower than a year ago, compared with the 7-8 per cent reduction announced five weeks ago by Mr Peter Walker, Energy Secretary. (Mr Walker was commenting on the £60m cut in the power station coal over the next two years.)

Mr Alan Marriott, a director of the Paper and Board Industries Federation, says that as a result of Mr Walker's statement, the buyers of British-made paper were asking why they were not benefiting from the promised 7-8 per cent electricity cut.

"We have to tell them that Mr Walker's statement was a political con," says Mr Marriott. For some smaller sites, electricity tariffs had actually increased.

His complaint is echoed by other energy-intensive industries, including steel, chemicals and cement, from April 1.

ELECTRICITY TARIFFS FOR STEEL WORKS (Pence per kWh used)	
	Oct 1985 July 1986
UK	27 27
France	23 21.2-2.3
Italy	23 23
Portugal	27 24
Belgium	26 26
West Germany	25-35 25-35

Source: British Steel / British Independent Steel Producers' Association

INDUSTRIAL "FIRM" GAS PRICES (Pence per kWh)	
	Oct 1985 July 1986
UK	34 30-34
France	33.5 32.7
Italy	35.7 35.7
West Germany	35-39 35-39
Italy	39.7 33

Steel industry sources

which have long argued that their most energy-intensive sites face higher energy bills than many of their European counterparts.

The Energy Department strongly denied that Mr Walker sought to mislead the public, and says his critics fail to take into account the cancellation of the 5 per cent tariff increase for electricity scheduled from April 1.

The Electricity Council, for its part, points out that further tariff reductions may be announced later in the year as a result of a price review currently in progress.

Energy-intensive companies that pay more than their European competitors are also disappointed by the continued delays in implementing a special cheap electricity scheme to remove such inequalities.

It would have involved supplying power stations with 4m tonnes of coal a year dedicated to cheaper power for large industrial sites that use electricity 24 hours a day. The Central Electricity Generating Board and the coal industry are said still to favour the deal, but the Electricity Council, the electricity industry's umbrella body, shows marked lack of enthusiasm.

Industrial-gas prices in Britain are also a source of grievance. Prices of gas sold on interruptible contracts, where customers may switch to other fuels, have fallen sharply.

But customers tied into firm supply contracts have enjoyed relatively little benefit since last October, in contrast with those in continental countries, where some prices have been more than halved.

Tourists spend a record £10bn

By James McDonald

TOURISTS FROM within Britain and from overseas spent a record £10bn in England in the year to March 1986. That was £1bn more than in the previous 12 months, the English Tourist Board (ETB) said in its annual report.

Of the extra £1bn, £760m came from overseas visitors, who spent a total of £4.92bn. British tourists on holiday in England spent £5.08bn—£275m more than a year before.

"After an encouraging first three months of growth, visitor numbers from North America fell by 19 per cent in April compared with the same period last year," said Mr Duncan Black, ETB chairman. "Great efforts have been made by the tourist boards and the industry to counter this decline and there have been strong signs that this market is recovering and that the downturn was temporary."

Mr Black said there were still many "who believe that a job in the tourism industry is in some way less of a job than one in a manufacturing industry. All of us need to work hard in changing the attitudes of those who think in this way."

• The British Museum was the main tourist attraction in London last year, according to figures released by the London Visitor and Convention Bureau (formerly the London Tourist Board).

In

Portugal, the newcomers to the Community, and Greece. In Europe, this year the UK has received 71.1m, against 47.6m for Spain, 31.8m for Portugal, 27.0m for Italy and 12.1m for Greece.

The aim of the fund is to assist small projects, so the money going to Britain is thinly spread.

## Brussels allocates £26m regional aid

By PAUL CHEESERIGHT IN BRUSSELS

WALES WILL receive more funds from any other British region from this year's fifth allocation of cash from the European Community's regional fund.

It is providing £26.3m to assist industrial and infrastructural projects throughout Britain, of which £9.8m will go to Wales.

The UK has consistently been the second largest beneficiary in the Community, after Italy, but lately has been supplanted by Spain, and

Portugal, the newcomers to the Community, and Greece. In Europe, this year the UK has received 71.1m, against 47.6m for Spain, 31.8m for Portugal, 27.0m for Italy and 12.1m for Greece.

The aim of the fund is to assist small projects, so the money going to Britain is thinly spread.

## Export sales of mining equipment reach peak

BY PAUL CHEESERIGHT IN BRUSSELS

EXPORTS OF mining equipment were a record £21.3m last year, the Association of British Mining Equipment Companies (ABMEC) says. The figure was 8 per cent up on the previous year's £19.6m.

The improvement came entirely in underground equipment, particularly because of the introduction of longwall mining technology. Exports of £17.1m were 17 per cent ahead of 1984.

Exports of surface equipment were 16 per cent down, at £2.2m. ABMEC said that was mainly a re-

sult of the completion of large projects in Asia in 1984.

As in previous years, the biggest export market was the US, where sales were up by nearly 80 per cent at £57m. The next largest was South Africa, with £22m.

ABMEC said Europe became its second largest business area for the first time last year, accounting for 17 per cent of sales. Exports to Eastern Europe were up 40 per cent. Sales to China, by contrast, fell from £3.9m in 1984 (making it the second biggest customer that year after the US) to £1.2m.

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## FT COMMERCIAL LAW REPORTS

## Bank's demand for unspecified sum is valid

BANK OF BARODA v.  
PENESSAR  
Chancery Division:  
Mr Justice Walton:  
July 7 1986

WHERE A debenture provides for repayment of the sum secured "on demand" the demand is not invalidated by its failure to specify the amount due; and the appointment of a receiver under the debenture is not invalidated by it being made very soon after the demand if the debtor was given adequate time, net to find the money, but to carry out the mechanics of obtaining it.

Mr Justice Walton so held when giving judgment for the plaintiff, the Bank of Baroda, in its claim for sums due to it under guarantees signed by three brothers, Mr Avtar Singh Panesar, Mr Kewal Singh Panesar, Mr Kulwant Singh Panesar, and their respective wives.

HIS LORDSHIP said that the three brothers owned two companies called Lowcroft and Gimtome. Both were engaged in the fashion trade and banked with the Bank of Baroda at its Whitechapel branch.

On September 22 1981 the companies joined together in giving a debenture to the bank in respect of all monies owed to them. The debenture provided for the repayment of the demand and, in default of compliance, the bank was entitled to appoint a receiver. The following day a guarantee in respect of each company was given bearing the signatures of the three brothers and their wives.

By November 25 1983 both companies had exceeded their overdraft limits. The bank had overlocked the vehicles of the brothers but had office finally lost patience and decided to demand its money and to appoint a receiver.

Both companies were technically insolvent. Neither was in a position to pay its debts as and when they fell due. By November 25 Lowcroft was suffering executions in respect of unpaid judgment debts, and Gimtome had suffered a distress by the landlord for non-payment of rent.

On that date a demand note was taken by the bank manager to Lowcroft's registered office and deposited on the counter by, at the latest, 9.45 am. The other demands were left, not at Gimtome's registered office, but at its premises, sometime between 10 am and 10.15 am.

Meanwhile the intended receiver had been alerted by the bank's head office that his services might be required. Shortly after 11 am the manager

handed him two notices of real means of paying off the sum due, one in respect of each company.

The receiver discovered the notices of execution under which all the stock had been seized by way of walking possession, and he decided that it was expedient to close the businesses down. He did so in both cases.

It was now alleged by the brothers and their wives that the receiver's appointment was not justified under the terms of the debenture in that no proper notice requiring repayment of the sum secured was given; and that no sufficient opportunity was given to the companies to pay off the moneys demanded before the receiver was appointed.

They said the purported appointment had the effect of discharging their liability under the guarantees or, short of that, it would give the companies a good claim in trespass against the receiver which could be set off against the companies' indebtedness to the bank.

The demand in each case read: "We hereby demand all moneys due to us under the powers contained in the debenture . . ." No reference was made to the amount of money actually due by the debtors.

Mr Moncaster, for the brothers, contended that the demand should have specified the amount of money due.

There did not appear to be any English authority on the point, but Mr Cresswell, for the receiver, referred to a persuasive case in the High Court of Australia, *Bassbury Foods v National Bank of Australia* [1954] 4 ALJ 193.

In that case the company underlaid the debenture to repay the bank on demand. When the bank demanded payment of the loan moneys it did not specify the amount then owing by the company. It was held that the notice was nevertheless valid. The court said: "To require the creditor in all cases to specify the amount of the debt may operate to impose an onerous burden upon him. Some amounts may be so complex and so difficult to ascertain that it is difficult to give time to ascertain or to assert the precise amount that is due . . . It is not essential in the validity of the notice calling up a debt that it correctly states the amount of the debt."

That reasoning as to the content of the notice of demand was very persuasive. There was no reason why the creditor should not do precisely what he was by the terms of his security entitled to do — demand payment of all monies secured by the debenture.

In most cases, as in the present case, the debtor had no

mechanics of payment, was to be preferred to the last of "a reasonable time depending on the circumstances of the case." The latter appeared wholly imprecise and the danger of underestimating the period from the creditor's point of view would be considerable.

In the present case there were no resources available to meet the debt and accordingly if the "reasonable time" did apply the end result would be no different.

Mr Moncaster took the point that the notice served on Gantmore was not properly served since service did not take place at its registered office, but at its principal place of business.

There was nothing in that point. The debenture was a commercial document, intended to have commercial validity. One could not imagine a better place at which to serve notice than the place of business of the company, which could be at its own and only place of business, being the sole address for the company given on its newspaper.

Had it been concluded that the receiver was not validly appointed, the companies would have been estopped from complaining. Not only had they failed to object to the appointment but they had dealt with him on the footing that he was validly appointed and were therefore estopped from denying the appointment was valid.

The bank was entitled to judgment for the sum due to it under the two guarantees. Counterclaims based on the invalidity of the receiver's appointment failed.

For the brothers: John Moncaster (Moncaster & Co).

For the receiver: Peter Cresswell QC and Gregory Mitchell (Barlow Lyde & Gilbert).

By Rachel Davies  
Barrister

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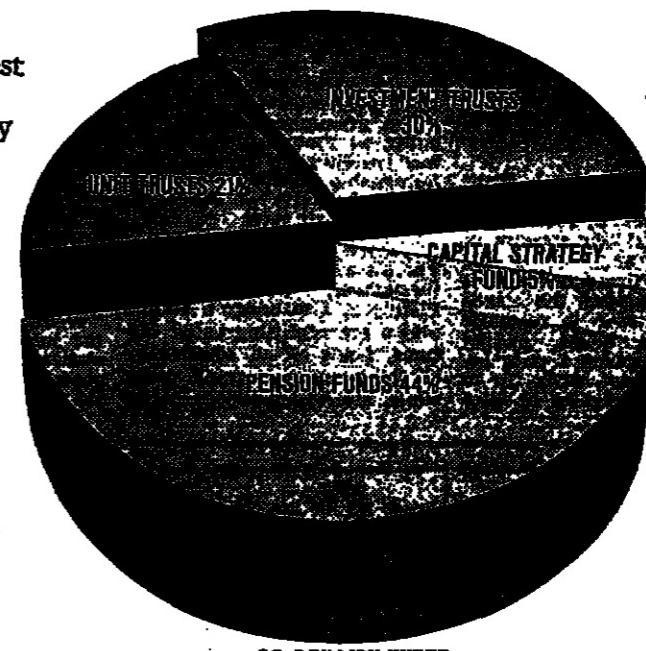
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## CONTRACTS

## Changes at Victoria Station

COSTAIN CONSTRUCTION has won the contract to build New Victoria Station, 81m London Victoria Station shopping centre, to be known as Victoria Place. Work has begun on the upper level of the double decker development planned in the void above platforms 13 to 19. At the lower level, Burton Fashions, off-licences and food outlets will be built as part of the development by the British Rail Property Board. It also signed a deal with the British Rail Property Board, plans a food court, consisting of chairs and tables surrounded by cafes and fast food bars, along with a licensed bar and restaurant.

On the lower level of the 72,000 sq ft development, 17 shops will be built. Half the shopping space will be under offer from well-known High Street names including Boots, Next, Dorothy Perkins and Body Shop. The agents who rents are being achieved. Under the scheme, a shop and service area will be available for fitting out in a

year's time. The opening ceremony will be in September next year when British Rail opens its new Victoria rail/air terminal.

RUSH & TOMPINKS has won eight contracts worth more than £1m. Largest is a £5.5m order from the Property Services Agency for 11,600 sq metres of garages at Tidworth Garrison in Hampshire. Work has started on the first phase of the project which consists of nine steel frame buildings with profiled metal cladding and reinforced concrete foundations and floor slabs. Three compounds and extensive external works are also included. The contract is worth £1.4m. It has also awarded a £1.5m contract for three interlinked buildings totalling 3,700 sq metres at the Mandarin Royal Naval Engineering College at Crownhill, Plymouth. The steel frame metal clad structures will include test cells, steam plant and a 35 metres long testing tank.

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# Japan's fishing fleet is very particular about its chips.

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Tuesday July 15 1986

## UK role in Star Wars

**A S** A prelude to addressing a conference on international participation in the US Strategic Defence Initiative in Brussels today Lt Gen James Abrahams, the director of the programme, has been talking with the UK Defence Ministry on progress in bringing British technology-based companies into the project. Under an agreement signed between the US and UK Governments last December, UK concerns have the chance to bid for potentially lucrative contracts under the programme, popularly called Star Wars, which is due to spend up to \$30bn by the early 1990s in devising space-based shield to defend the West from nuclear attack.

Progress on UK collaboration since December has been far from promising. So far, British companies and government establishments have received Star Wars contracts worth about \$15m, a far cry from the \$1.5bn that Mr Michael Heseltine, the former UK Defence Secretary, was talking about last summer and also from the "hundreds of millions of dollars" which Gen Abrahams himself mentioned during a visit to Britain in February. The first UK contracts are mostly for theoretical studies in technologies such as computing and sensors where British scientists have particular expertise. These studies, which cost relatively little and employ few people, could conceivably lead to awards to UK concerns for the procurement of hardware such as computer systems in the later stages of the research programme. For this type of work, the cash sums would be much larger.

### Technical thrusts

The possibilities of this sequence of events taking place in any significant way, and so leading to large-scale contracts for Britain, are looking more and more remote. The budget for Star Wars is coming under increased pressure in the US Congress. The Reagan Administration appears unlikely to obtain more than about \$3.5bn for the anti-missile project for the year beginning in October, compared with the \$5.4bn which is has requested.

Furthermore, the longer the Star Wars project goes on with our UK concern gaining a foothold, the harder it will be for them to build up enough momentum to obtain substantial contracts in later years. Many

## A step backwards in the Gulf

**A**MONG THE conservative monarchies of the Gulf, Kuwait has promoted and cherished its reputation as the most politically and socially enlightened of those newly-rich oil-producing nations. Unlike other members of the Gulf Co-operation Council—Saudi Arabia, Bahrain, Qatar, United Arab Emirates and Oman—it had generously opened its doors to tens of thousands of displaced Palestinians. It remains the only one of the six to have a resident Soviet Ambassador. Its Fund of Future Generations ensured that a fixed percentage of oil revenues was invested for the benefit of the nation once the oil flow ceased. But more important of all, it led in opening the way to popular participation in Government through the part-elected National Assembly, and through its liberal press laws which allowed a range of lively and varied local newspapers.

The ruling al-Sabah family appeared to appreciate the inevitability that economic affluence and vastly improved educational facilities had created demands by members of the public for a constitutional role in the policies and administration of the nation.

The decision by Sheikh al-Ahmed al Sabah, the Emir of Kuwait, to suspend the National Assembly and impose press censorship is therefore a double blow. Not only does it curtail the possibilities for Kuwaitis to share in the process of government, but it will be used as a pretext by others not to embark on similar experiments.

### Serious sabotage

The justification has been that there was a lack of co-operation between the legislature and the executive, and that the twin pressures of the neighbour's Gulf war and the collapse in the price of oil created a situation which could only be answered by a period of direct rule.

Undoubtedly, by the standards of the Gulf, the National Assembly was unco-operative. It challenged ministers to explain their actions and sought to highlight areas of incom-

petence and suspected self-interest. These objectives were pursued with such vigour that the National Assembly became what Kuwaitis thought it was supposed to be, a focus for national debate.

Ministers did after all have a lot to answer for and to explain. The collapse of the Souk al-Manakh secondary stock market in 1982, which left behind it a trail of posted cheques with a face value of more than \$90bn, was a spectacular case of official mismanagement, the effects of which are still plaguing the country's financial stability.

In the last six months, the war between Iraq and Iran has been edging closer to the borders of Kuwait, to the extent that the sound of the heaviest explosions could be heard in the city centre.

### Standard bearer

With oil prices now dipping below \$10 a barrel, it is understandable that the authorities are becoming more anxious about military and economic threats to the well-being of the nation. But it is far more questionable whether the answer to those problems is to exclude an equally concerned public from responding to the challenges.

The Emir has pledged that the suspension of the National Assembly is only temporary—it was previously suspended for four years from 1978—but such is the political and economic malaise throughout the Arab world that few advocates of a democratic system are optimistic about its early re-introduction.

For the foreseeable future the Gulf will be without a standard bearer for democratic experiment. This absence will lend weight to those, both inside and outside the Arab community, who argue that the ruling families are fundamentally incapable of sharing power and that they have failed to appreciate the social impact caused by the last two decades of affluence. The best answer to that criticism will be for the Emir of Kuwait to live up to his pledge to restore the National Assembly and Press freedoms as rapidly as possible.

## Now Europe may be ready to strike back

Alan Cane looks at prospects for the world's software industry



### LEADING WEST EUROPEAN SOFTWARE COMPANIES\*

Vendor	Country	1985 Worldwide Revenues	Ownership
Cap Gemini-Sogefi	France	\$273	Public company
Schlom International**	UK	\$164	British Petroleum
GSI	France	\$151	Alcatel Electronics
Sema Metra	France	\$126	Public company
Doway	UK	\$123	Tex Adoxes Co-op
CSF	France	\$101	CEA/BNBP nuclear power authority
SESA	France	\$92	CGE/Management
Thorn EMI***	UK	\$91	Public company
CGNC	France	\$73	Private/Managed/Public
Vishay	Netherlands	\$43	Private company
SGS	France	\$38	State/Govern.
Siemens	Germany	\$79	Credit Lyonnais/McDonald Douglas
Logica	UK	\$72	Public company
Telephonics	France	\$71	PITT
SDL	UK	\$42	Public company

\* Figures refer to revenues derived from pure software and services activities, and exclude captive revenues.

\*\* Includes SC division in the US. \*\*\* Includes Datavision and Software Sciences/Computer service revenues.

Source: International Data Corporation.

shareholders at home and overseas."

On the face of things, it is difficult to understand why the industry should have felt so reassured.

The most casual glance at such statistics as these show that the entire European data processing industry is dominated by software of US origin, from the control programs (operating systems) used by mainframe computers manufactured by US giants like IBM and Honeywell, to the spreadsheets and word processing software developed by Lotus and Microsoft for personal computers.

An analysis of the trade statistics is peculiarly complex because of the nature of software, but it is likely that 70 per cent of all software used in Europe is of US origin.

Indeed, although the Acard criticisms were aimed strictly at the UK software business, its analysis and conclusions could have been applied to the whole of Europe.

Dr Douglas Eyreton, director general of both the UK and the European computing services associations, got to the heart of the dispute: "The Acard committee," he said, "has confused the European software market with the European software industry."

The paradox is that while the European software market is dominated by the US and there is little hope of ever reversing that position, there is at the same time a strong, competitive and competent European software industry which believes itself quite able to take on the Americans at their own game and beat them.

The 266 companies which make up the UK CSA alone had combined annual revenues of over £1.4bn in 1985 and were expanding at an average growth rate of over 20 per cent a year.

Revenues in 1985 of the largest European companies like France's CAP-Comptel (€247m) or the UK's Science International (£143m), easily match the top US independents Lotus Development (£225m) and Cullinet (£182m).

This paradox, which is at the heart of the question of European competitiveness in world software markets, turns on the diversity and complexity of the software business.

Software is not a seamless web, but a heterogeneous collection of computer programs of different types, created for different purposes, manufactured in different ways and marketed through a diversity of outlets.

A large and valuable segment of this market, worth perhaps \$3bn of the \$10bn spent on software in Europe last year, is virtually closed to software companies because it is in the province of the computer manufacturers themselves.

This is "systems software" software written to manage and control the operations of the computer itself. They are known by acronyms like IBM's MVS/XA or ICL's VME which mean a lot to the programmers who have to work with them and very little to everybody else.

They are large, complex and vastly expensive to produce. Once manufacturers have given them away free, as the margins in hardware eroded they started to charge for it—and the price went up each year. Ian Mackintosh, a well-regarded industry analyst notes in a book published last week: "About

If the UK industry does not more vigorously compete in the world market . . . then within 10 years only MoD-supported firms will remain

Acad report, June 1986

have no interest in writing systems software in competition with IBM: "We consider IBM as a partner and a client, not a competitor."

The rest of the market, worth some \$7bn in Europe last year, is made up of software of two kinds—packaged and custom (specifically written).

Software houses are past masters at packaged software, generalised programs which can be used across a wide spectrum of businesses as long as the customer is prepared to bend his business practice to suit the packages rather than the other way around.

The success of packaged software is a direct result of the high cost of writing and developing computer programs. A large company seeking a major suite of programs for say, stock control or personnel records, would not expect much change out of

That has been the secret of their survival. The commentators, who predicted the imminent decline of the custom software business were confounded.

Mr Philip Hughes, chairman of the UK software company Logica, told the Royal Society recently: "The role of a custom software company shows no sign of declining. Far from it. The

rest of the market, worth

some \$7bn in Europe last year, is made up of software of two kinds—packaged and custom (specifically written).

There are even arguments over whether European companies should sing it out with the Americans on their home territory. Some see US success as a critical others as mere niches.

There is agreement, however, that Europe as a total market is equivalent in size to the US and that the EEC and individual governments should be doing their best to encourage the development of pan-European software packages aimed at areas such as transportation and distribution.

There is also agreement that the enormous purchasing power of the European governments should be directed more effectively towards the indigenous software industry. The French are the example here—and the French industry is the strongest in Europe.

There is a desire—and this is an old UK complaint—for more government contracts let out-of-house to independent software houses rather than managed in-house by government software teams.

These measures, it is said, would strengthen the position of companies like CGS and GSI of France, and Scilcom, CAP and Logica of the UK, which are already able to compete internationally.

CGS, for example, while it denies it is dependent on government work, benefited enormously from the telephone contractors state, the French telephone authorities' electronic telephone directory project.

Breaking into the US, a massively expensive endeavour, is another story.

There have been many attempts and many failures.

Finding a local "champion"

has proved the most successful route. CAP-Gemini-Sogefi took over the US companies DASD and CGA Computer Corporation.

But such ventures are best tackled from the position of strength rather than weakness.

And enlightened government procurement is seen as the key to that strength.

\* Software: A vital key to UK competitiveness. HMSO 1986. t Surplus Europe Blackwell 1986. £17.50.

\$250,000 if written from scratch. A stock control package, however, written once and sold across several sites might cost only \$80,000 or so.

Packaged software proved ideally suited to the coming-of-age of the European software business scene. The massive home market has been the secret of the success of companies like Lotus, Microsoft, Management Science America, Cullinet, and McCormack & Dodge. The US home market is equal to 50 per cent of the world market for packaged software.

Cost is one factor. ICL's VME may be, as managing director Peter Bonfield claims, the best operating software in the world, but it cost the company over 10 years some 3,000 man hours in development costs, not including machine time.

Commercial sense is another. Mr Michel Berry, general secretary of CAP-Gemini-Sogefi (CGS), Europe's most successful software house, says he would

make the rolling English road an even more dangerous place to be.

What actually happens is that unauthorised removal of the radio leads to contacts being broken, which scrambles a code within the unit—thus rendering it "inoperative" as the experts put it.

### Steel's appeal

Martin Llowarch, aged 50, who will become chief executive of British Steel in August, has an impeccable Welsh ancestry although he was born in the Midlands.

It was in South Wales, as financial controller of the strip products group—one of the two big BSC groupings—that the former Coopers and Lybrand accountant proved himself a potential candidate for the number two job to BSC's steel-maker chairman Bob Scholey.

Under Llowarch's operational control BSC will not be able to afford to bask even briefly in the sunshine of its recent return to profit for the first time in 10 years.

He says, "As the steel business moves towards ever greater scale and the quality-driven down we must get our market strategy right, and work out all the aspects of customer need."

Llowarch joined the corporation in 1968 and was heavily involved in international affairs in his early career.

Not until BSC is financially secure can the government's target of ultimate privatisation be attempted. Llowarch was not prepared yesterday to speculate on when that might be.

### Double Dutch

A reader with a Dutch double-barrelled name was the impudent to repeat it for every member of his family when booking a Greek package tour. He wrote "dito" in the spaces provided.

His daughters were not amused to find themselves travelling as the Misses Dito.

Let me hasten to reassure you that there is no risk of exploding Metros or Montezos.

Observer



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## THE PROPOSITION 13 TAX REVOLT

## California counts the cost

IF THE current vogue for tax-cutting in industrialised nations started anywhere it was in California in 1978. The state's Proposition 13, with its deep cuts in property taxes and a permanent limit on future increases, was the trigger for a wave of popular tax revolts across the US.

The mood it encapsulated took Ronald Reagan to the White House two years later, and was a key factor in creating the political climate which allowed him to introduce deep reductions in federal taxes.

Now, eight years on there are signs that California is becoming uneasy with the legacy of "Prop 13" and the string of other measures to curb taxes and spending which at the time won overwhelming public support in a series of referendum votes.

Overrunning inner cities, people by a generation of boomers, a widespread perception that the public schools system has fallen into crisis, lack of maintenance for the once-superb roads network, shabby parks and closed libraries have cooled the tax-cutting fervour.

Businessmen and officials in President Reagan's home state are beginning to question how much longer its deteriorating physical and social infrastructure can survive the immense pressures generated by a combination of tight spending rules, a rapidly-expanding population of often-poor immigrants.

The pendulum has not swung fully back by any means. Political leaders in this, the most-assertively capitalist region of the world, still regard public discussion of significant tax increases as taboo—particularly ahead of this November's state elections. The Proposition 13 provision limiting property taxes to 1 per cent of assessed values is widely in store.

The coalition of right-wing political activists, businessmen and middle-class taxpayers which sparked the original revolt, however, now looks less cohesive.

Public concern over the school system, unprepared roads and rising crime has raised the possibility at least that, once the elections are over, politicians will consider increases in those taxes which exceed the rigid limits of Proposition 13.

The scale of the decline in public services is startling. California's economy is lagging among the richest and most dynamic in the US, and since



Howard Jarvis started the tax revolution; now there is a backlash against deteriorating services

the 1982 recession continued to rottish relative to the rest of the country. In contrast, the standards of many of its public services have plummeted from near the top of the national league to below the average.

The state now spends less than the national average on education and, according to Mr John Vasconcellos, a Democratic state assemblyman in the Sacramento legislature, class sizes are the largest in any mainland US city. Despite its huge and brilliantly-engineered highway system, California's spending on roads has also fallen to near the bottom of the national league.

Ironically, Proposition 13 has also weakened local democracy in highway and other capital allocations, some of its leaders are seconding. The California Association, which lobbies on behalf of industry and commerce, was a strong supporter of Proposition 13. Now Mr Richard Simpson, its executive vice president, voices concern over the outlook for public investment and tax rates and the state's budget within the budget rather than increasing overall spending.

But as business faces the prospect of further cutbacks in highway and other capital allocations, some of its leaders are seconding. The California Association, which lobbies on behalf of industry and commerce, was a strong supporter of Proposition 13. Now Mr Richard Simpson, its executive vice president, voices concern over the outlook for public investment and tax rates and the state's budget within the budget rather than increasing overall spending.

None of this persuades Mr Howard Jarvis, the driving force behind Proposition 13 and still at age 85 a fierce campaigner for even less government. Waste in local government, he insists, "is thrown up like confetti. It is endemic" and Proposition 13 "is as near to perfection as any law in the US."

For many others, however, the tax-cutting experiment has stifled rather than nurtured the pioneering spirit which set California apart from the rest of the US.

California, says Mr Vasconcellos, "is a state with the

richest array of human, economic and scientific resources in the world" but one which is threatened by policies that are "mean-spirited and counterproductive."

Vickerman, a senior legislative analyst for the state assembly, comments: "A civilised society should also be responsible for the people who are not competitive. We are only as good as how we treat our weakest link."

Overall, there has certainly been no supply-side miracle here, nor any spontaneous resurgence of the private sector to provide the services previously administered by state governments. Lower taxes have simply meant poorer public provisions.

But as business faces the prospect of further cutbacks in highway and other capital allocations, some of its leaders are seconding. The California Association, which lobbies on behalf of industry and commerce, was a strong supporter of Proposition 13. Now Mr Richard Simpson, its executive vice president, voices concern over the outlook for public investment and tax rates and the state's budget within the budget rather than increasing overall spending.

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richest array of human, economic and scientific resources in the world" but one which is threatened by policies that are "mean-spirited and counterproductive."

Philip Stephens

"The index used in Proposition 4 would never allow the state to maintain the same level of services over time." Mr John Vasconcellos

## Competition and costs

From Dr E. Goldberger.

Sir—It is regrettable that it is a departure from his customary constructive and instructive contributions Samir Brittan (July 7) gives the impression that rising profit were as much to be blamed for reduced competitiveness as labour costs. By focusing on a supposed balance between profits and labour costs he distract from the crucial issue of the huge discrepancy between our and other main economies (whose profits profile is not dissimilar) unit labour costs in manufacturing.

The same Bank of England Bulletin from which Mr Brittan reproduces chart and deployment—that earnings in manufacturing have risen by 8 per cent in the first quarter 1986 and unit labour costs by 8 per cent. The latter compare with 0 to 2 per cent in US, Japan, Germany and France.

He appears to be fairly satisfied that UK output prices are now rising by only 4 per cent against 9 per cent in 1985, but omits to say that input prices had fallen by 8 per cent in May 1986 and 7.5 per cent in January 1986 and 14 per cent in January 1985. This "improvement" in output prices at 4 per cent compared with US's -24 per cent, Germany's -2 per cent and Japan's -9 per cent.

The Chancellor, the Bank of England and Sir Terence Beckett of the CBI are trying to highlight this very dangerous situation. It is astonishing that the consequences are not shouted from all rooftops and hammered home by the media.

Through the usually shortsighted opposition of the trades unions and widespread complacency of management our manufacturing industries are becoming uncompetitive—and some sections may already be so.

Earnings rises and their labour cost, as considerably in excess of competitors, will not just reduce essential for employment growth. They may lead us into recession. Instead of stimulating employment by moderation they will cause unnecessary unemployment. They are now the principal engine of higher inflation in 1987. Can devaluation be then avoided? The markets are not so blind.

(Dr) Edmund Goldberger.  
20 Albion Gate, W2.

## Exchange control

From Mr L. Jackson  
Sir—Mr Guscott's proposal (July 7) that the Government should reimpose controls on investment abroad, with a

## Letters to the Editor

promise to remove them if selected, is ingenious but not well thought out.

It would simply bring forward the grisly day when Labour (if elected) starts to penalise investors abroad to fund its national investment bank. It would be taken by foreign holders of sterling as a crisis signal. Nothing much affects sterling at present, but this would. A sterling slide would inevitably push interest rates sky-high. And—in the absence of a Labour Government—why, foreign exchange rates of the repatriated profits of the many British companies abroad, tunceterably fall.

Apart from the fact that the UK would be in breach of Community rules on freedom of capital movements, outflows are to some extent offset by large inward investments in the UK by American, German, French, Japanese and other companies. These are outflows from the countries concerned, which might rub adversely against the UK's reduced UK investment. As to additional portfolio investments abroad, it is inconceivable that workable exchange controls could be devised for these alone.

As John McInerney said to the John, I hate to say to Mr Guscott—"You cannot be serious!"

Leonard A. Jackson,  
Stable Cottage,  
Speldhurst Road,  
Langton Green, Kent.

Urban development corporations

From Mr M. Horne

Sir—Your article (July 7) on Niles Ridley's proposals to set up more urban development corporations contains the statement: "Local councils lose all their control over areas designated as UDCs" and you expressed a similar view in your leader on July 4. This may be an accurate comment on what has actually happened in the case of London docklands and Merseyside, but it is not correct to suggest that it would necessarily be the case in any future UDC designation.

The Local Government Planning and Land Act enables the Environment Secretary to set up urban development corporations with very wide ranging powers, also enables him to limit those powers in any way that he considers appropriate over the whole of the designated urban development area in certain parts of it. So the act actually provides a great

deal of flexibility in the way that UDCs might operate. Each one which might be set up could have its powers limited or extended according to the particular circumstances of the location for which it is responsible and in agreement with the local authority(s) within whose area that location falls.

I believe that it is the flexibility which the Act allows which is an important attraction in making further use of urban development corporations powers if this is to be decided.

H. R. Warman,  
64 Lancaster Avenue,  
Hadley Wood,  
Barnet, Herts.

## European air fares

From Mr A. Lucking

Sir—In his article of July 5 William Hall attributes the start of BP's involvement with Standard Oil of Ohio to the fact that it "straddled upon one of the biggest fields in the world under Prudhoe Bay on Alaska's North Slope."

Apart from the fact that the Prudhoe Bay field is essentially onshore and not under Prudhoe Bay, and that it is not one of the world's largest oilfields, the statement is less than justice to a technical management that backed an assessment in the early 1980s that Alaska offered a possibility of being one of the areas that could contribute to its need to replace its loss of reserve base from Iran.

The statement does given justice to a team of oil explorers who worked in Alaska from the late fifties until the discovery of these major 400 km<sup>2</sup> caused by these intercontinental "productivity" discounts, and on the routes over 1800 km, because the "anti-charter" fares are too low. On these long routes 83.7 per cent of the tickets were discounted.

The key fact is that to maximise profits, the European airlines must best exploit a "hub-and-spoke" for the long haul networks. Yet from the viewpoint of our European business communications, the intercontinental passengers should yield the full applicable local fare, which could then be reduced for all.

A. J. Lucking,  
30 Broad Court,  
Bow St, WC2

## Immobile Sterling in the City

From Mr N. Purchase

Sir—I have just seen my first down Rover Sterling of the season (immobile outside \* Mansion House). Is this a sign?

N. Purchase,  
Woodberry Down,  
Essex.

ONLY SIX months ago oilmen were sanguine telling each other that the price of a barrel might fall as low as \$20.

Now after a few wild lurches in the spring oil is down to half that level—its lowest for 12 years. Many people now believe it could head into that uncharted territory where prices genuinely hold the ring between supply and demand.

After allowing for inflation, the fall in spot oil prices from \$30 a barrel in November to \$10 now is almost exactly equal and opposite to the rise during the first oil crisis in the winter of 1973-74.

However, the recent turmoil in the oil markets is not just a reverse re-run of the events 12 years ago, when the Organisation of Petroleum Exporting Countries first shook the world economy with the power of its cartel.

One of the main differences

## OIL PRICES

## Not yet at rock bottom

By Max Wilkinson, Resources Editor

about the level where a significant number of producers might shut-in production. And prices as low as that would befall oil companies.

A more theoretical analysis by one of the other oil majors suggests that in conditions of "free fall" (in the absence of political constraints), prices would go down to about \$25 before eventually reaching zero.

In current dollar terms \$25 a barrel is about equal to the average price during the two decades of stability after the War, when the seven major oil companies were operating an informal cartel to prevent prices rising.

However, a more immediate influence on the price is the desperate desire of many Gulf producers to maintain their market share while prices are falling.

This explains the significant increase in production this summer by several countries, particularly Iran, Iraq and the United Arab Emirates.

Mr Joe Stanislav, oil analyst for the US consultant Cambridge Energy Research Associates, says: "I think after allowing for the decline in the oil market, the oil companies will be forced to stock up with cheap oil. Opec production of about 15.5m barrels a day is now running at about 1.5m b/d above demand. Much of this oil is on the high seas, heading towards Europe in the hope of finding a buyer."

The recent downward spiral was the availability of crude

There may be a limit therefore, to the extent to which oil companies are prepared to cut each other's throats in the interest of gaining market share. In the UK petrol market there has recently been a strong attempt by the major companies to regroup their forces to stabilise prices. However, it is by no means clear that they will succeed in the face of falling spot prices for petrol.

It seems unlikely that oil companies can do much to brake the slide in prices so long as Opec producers continue to pump out more oil than the consumers need. The key question, therefore, is whether the cartel can be reformed at its meeting in Geneva at the end of the month or perhaps at yet another meeting after that.

Opinions are divided. Some believe that dissension between the militant OPEC group (Iran, Iraq and Libya) and the others led by Saudi Arabia and Kuwait will soon be bridged.

Even so, it is clear that the "pain threshold" in terms of lost revenues has now almost been reached. On this view, Saudi Arabia's decision to boost production to about 5.5m b/d in recent weeks—about 1m b/d more than its official quota—is a deliberate attempt to force home the lesson that in Opec no one is an island and one wins a war for market share.

The Saudis and Kuwait have now made it clear that if they do regain control of the oil market they will push prices up only gently to the \$15 to \$20 range.

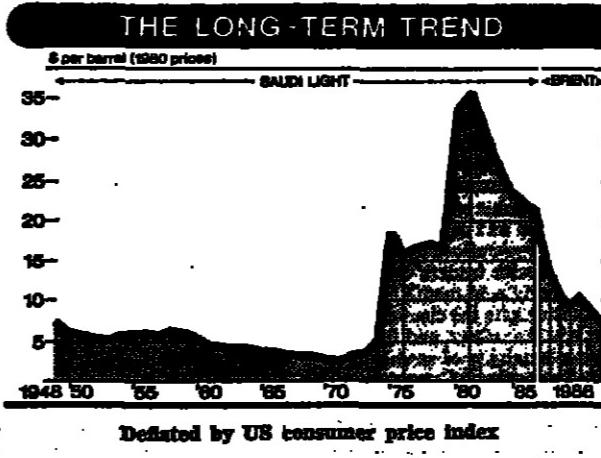
In this price range oil companies would break more easily and might therefore tacitly co-operate in stabilising prices. Moreover, a price of about \$15 a barrel would ease the worries of Western strategists who fear that too low a price will kill off exploration and conservation and so prepare the way for a highly disruptive rebound in prices in a few years' time. Once producers might be encouraged to co-operate in production restraint to a greater extent than they think it prudent to advertise in advance.

Such a price level might not satisfy Iran, but it must be obvious that 2m barrels a day at \$18 will buy more guns than 1.5m b/d at \$30 a barrel. Although the question of a differential quota with Kuwait remains unsolved, the penalty for both sides in not solving it has been increasing daily.

For the time being at least, the oil market shows little confidence that the Saudi strategy will succeed this summer. However, if prices were to halve again, as seems possible, the pressure for agreement would probably be overwhelming.

At one US oil man said:

"If you hit a donkey over the head nine times, you may finally get his attention."



"I don't much care how you got in there, Binder old bean, but I do wonder why."

R. ASHTON HAMLYN



To Stewart Urry, Binder Hamlyn, 83 St Bride Street, London, EC4A 4DA. Telephone 01-353 3020.

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# FINANCIAL TIMES

Tuesday July 15 1986

**POSITIVE**  
**That's BTR**

Peter Bruce looks at Bonn's poor performance despite healthy books

## Europe's power pack struggles to grow

**WHY WON'T** West Germany's economy grow faster? Prices are falling and inflation has, officially, not existed for the past three months. The country is heading for an embarrassing record trade surplus of DM 110bn (\$50.3bn) this year, and the Government's own books have talked of growth of 3.5 per cent this year.

For the opposition Social Democrats (SPD), fixated for the past two years by record unemployment figures and cowed by the Government's success with inflation, the economy's failure to stand up straight this year has come as a welcome bonus before next January's general elections.

The poor performance so far given that the right conditions for growth, as far as the Government is concerned, are in place - has also made it less likely than ever that Bonn will agree to use its huge external surpluses to stimulate growth at home (and, naturally, imports) and act as a locomotive to the world economy. What growth exists may be a far more delicate flower than the Government is letting on.

The DIW, warning that it is not

good enough to blame the weather for the poor start to the year, says: "The economy of the Federal Republic in mid-year finds itself in a transition phase between a short-term, though unexpectedly strong, breakdown in growth and a new year's revival."

The fact that gross national product fell 1 per cent in the first three months of this year, from the final quarter in 1985 is written off by the Government as an aberration. The weather was bad, runs the excuse.

Outside of government, however, the sceptics are having a field day. The Deutsche Institut für Wirtschaftsforschung (DIW), one of the country's five leading economic institutes, says in its latest report that the maximum growth Chancellor Helmut Kohl can expect this year is 2.5 per cent.

The less adventurous West German Landesbank has also said recently that the more conventional target, 3 per cent, is probably also no longer achievable, and the prestigious IFO Institute in Munich is now forecasting growth of between 2.5 and 3 per cent, a full point down on its stand of a few months ago. The DIW, warning that it is not

good enough to blame the weather for the poor start to the year, says: "The economy of the Federal Republic in mid-year finds itself in a transition phase between a short-term, though unexpectedly strong, breakdown in growth and a new year's revival."

The fact that gross national product fell 1 per cent in the first three months of this year, from the final quarter in 1985 is written off by the Government as an aberration. The weather was bad, runs the excuse.

Not even that sounds convincing, and the DIW is unable to resist adding, as the Government always does, to the better things, the "reviver," that must inevitably come.

The conditions for growth are there, the institute argues, and have remained constant despite the poor start exports are still growing, though perhaps not as fast as 1984 and last year, the price of oil is unlikely to change dramatically, domestic money supply growth is being maintained at the top of the Bundesbank's target range - some 6 per cent - interest rates, at around 8 per cent, are stable, and the 1986 wage round ended with reasonable settlement of around 4

per cent. So what is the problem?

The difficulty seems to be that although export growth is flattening out, as expected, the domestic market is not taking up the slack fast enough. "The hope for transition from the export-led economy up to autumn 1985 to one dominated by domestic growth has not been met," the DIW says.

Exports made up more than a third of total GNP early in the year, well above total investment, at around 20 per cent of GNP. For the moment, the Government and economists comfort themselves with forecasts of a 10 per cent rise in capital investment in West Germany this year. But the same optimism appeared last year, when this was actually flat.

It is unlikely that 1986 will repeat itself as dramatically, but the Government, it seems, may be reckoning without the perversity of its electorate. Has the success of Mr Gerhard Stoltenberg, the Finance minister in fighting inflation dulled the senses?

It may just be possible that corporations faced with major spending decisions, and private consumers faced with slightly smaller ones, are saying to themselves that if

prices are indeed falling, would it not be better to wait awhile until investment becomes even cheaper?

A surge in domestic spending promised now for more than a year, might actually require a slight bump in inflation's downward curve to spark it off.

There are, of course, voices calling for calm - 2.5 per cent in 1986 is perfectly respectable, they say. It has also become fashionable to argue that the country is lucky to have got so far into an economic recovery without having had to rely on the domestic market.

The Government, once so bullish, is bound to be slightly embarrassed about the delay in growth, if only for reasons of ergo. It can take a lot of comfort, however, from the fact that the SPD is itself locked in a battle over what economic policies to present to the electorate early next year.

The opposition is broadly in favour of job-creating policies, but the leadership is facing a strong challenge from the left to be much more precise and to agree to restoring the state's share of GNP to 50 per cent, which it was when the SPD last ran the country.

## Thatcher and Howe to visit Moscow

By Robert Mauthner in London

MRS Margaret Thatcher, the UK Prime Minister, has accepted an invitation to visit the Soviet Union, it was announced yesterday following talks in London between Mrs Thatcher and Mr Edward Shevardnadze, the Soviet Foreign Minister. The date of the visit will be arranged later.

The talks, which lasted more than two hours and followed a three-hour meeting between Sir Geoffrey Howe, the UK Foreign Secretary, and Mr Shevardnadze, marked the end of a long freeze in Anglo-Soviet relations.

British officials, who declined the talk between Mrs Thatcher and Mr Shevardnadze as "business-like" said it was clear that relations between the two countries were now "fully operational" after last year's setbacks. The main setback was the fit-for-far expulsions of diplomatic staff and journalists in October last year, which were initiated by Britain but reciprocated by

Russia. Mr Shevardnadze handed to the Prime Minister a message from Mr Mikhail Gorbachev, the Soviet leader, on current arms control issues, the contents of which have not been disclosed, and to which Mrs Thatcher will be reply in due course.

Sir Geoffrey has also accepted an invitation to visit the Soviet Union next year, and his discussions with Mr Shevardnadze were described as "very relaxed and constructive." While both meetings focused on arms control problems, they also covered the whole range of bilateral and East-West relations.

Sir Geoffrey and Mr Shevardnadze agreed that contacts between Britain and the Soviet Union, both at ministerial and official level, should be organised on a more regular basis. In particular, experts from the two countries will shortly meet to discuss ways of combatting international terrorism.

It was also agreed that a special tripartite conference bringing together government officials, academics and other experts from Britain, the Soviet Union and the US should be organised in the near future to discuss economic and industrial co-operation in the 1990s.

Sir Geoffrey and Mr Tim Renton, Minister of State at the Foreign Office, told Mr Shevardnadze that the British Government attached the highest priority to the conclusion of a chemical weapons agreement.

Nixon in Moscow, Page 3

## Thatcher hopeful on sanctions fight as games boycott grows

BY PETER RIDDELL AND PHILIP BASSETT IN LONDON

MRS MARGARET THATCHER, the UK Prime Minister, believes she has succeeded in winning the argument against the imposition of general economic sanctions against South Africa and is therefore setting down expectations ahead of the Commonwealth leaders' summit in London early next month.

This is despite the clear disagreement with her views, and the belief in the inevitability of sanctions, expressed not only by Commonwealth leaders like Mr Brian Mulroney, the Canadian Prime Minister, but also by senior members of Britain's ruling Conservative Party.

There was also growing evidence yesterday that more nations, probably including India, would join the boycott by some black African states of the Commonwealth Games in Edinburgh, Scotland, next week unless Mrs Thatcher accepts the need for sanctions.

As a leader of the non-aligned world, India if it decided to stay away from Edinburgh, would deal a severe diplomatic blow to the organisation and to Commonwealth unity.

In an attempt to put further pressure on the UK Government to impose sanctions, Britain's Trades Union Congress (TUC) yesterday called on all its 9.5m affiliated trade unions to boycott South African-produced consumer goods.

Some senior Conservatives, including Foreign Office ministers, are hoping for a softening of Mrs Thatcher's tone when she answers



questions in the House of Commons today.

Sir Geoffrey Howe, UK Foreign Secretary, may make a Commons statement today about his visit last week, as president of the EEC Council, to black African states. He is to speak in the debate tomorrow on South Africa initiated by the opposition Labour Party.

Mrs Thatcher's allies argue that her recent diplomatic efforts have been intended to clarify and shift the terms of the international debate towards concentration on special measures rather than punitive sanctions.

Several senior Tories believe, however, that the Prime Minister's strong condemnation of general sanctions as immoral has blurred the distinction with special measures and isolated her politically.

Party managers are worried that Mrs Thatcher's blunt words have raised expectations among the Tory rightwing that she will not agree to measures against South Africa. There could therefore be divisions within the parliamentary party if such action had to be taken.

The TUC's move, announced at a special briefing conference in London for its 89 affiliated unions, comes in advance of a delegation to South Africa later this week headed by Mr Norman Willis, TUC general secretary, and Mr Ron Todd, chairman of its international committee.

Mr Willis said he hoped that union members would respond to the TUC call for a consumer boycott. "There is a good case to do so, whether it is a £1 billion investment or the food used in company canteens."

The TUC intends to step up its advertising campaign on South Africa, which has so far cost more than £20,000, and it is to make a fresh call for funds from affiliated unions.

Strong opposition to the imposition of sanctions came yesterday from Sir Leslie Smith, chairman of the British Industry Committee on South Africa. He told MPs at Westminster that sanctions would "leak like a sieve."

The best way of encouraging political change in South Africa was, in his view, by increasing black standards of living, skills and education.

Mixed response to strike call:

Page 4

## Mitterrand will not sign decree

Continued from Page 1

ing their global market share.

But the Government has also incorporated a type of "golden share" arrangement to protect control over five years in sensitive, oil, armaments and electronics groups.

Attempting to limit further the access that foreign groups would have to French companies, Mr Mitterrand took as his justification the recent ruling of the Constitutional Council France's highest legal body - which said that privatisation must ensure that "national independence is preserved."

President Mitterrand asserted yesterday that on this basis he was not satisfied the decree provided sufficient guarantees "that what belongs to the nation would remain in French hands." He pointed, in particular, to the vulnerability of French companies to the acquisition of their shares by other EEC concerns.

Mr Mitterrand said he wanted to see the guarantees written into a

law approved by parliament. "It is up to the Parliament to shoulder its responsibilities," he said. He also made clear that the major point on which the Constitutional Council insisted - that nationalised groups should not be sold off below the value determined by an independent commission - also included in the law.

His remarks did not suggest he was ready to negotiate over the wording of the decree.

Until now Mr Chirac's timetable had been to have the signing of the privatisation decree this week followed by the fresh appointment or reconfirmation of the heads of nationalised groups by the end of the month. The first privatisation was to have been launched in September.

The privatisation law will now have to go back to the National Assembly - if Mr Chirac chooses this

course - at a moment when deputies and senators were hoping to escape for the month of August. Putting a brave face on it yesterday, Mr Alain Madelin, the industry minister, said a text could be put through parliament in three weeks, a delay most observers found optimistic.

Drafting fresh legislation to incorporate Mr Mitterrand's point over foreign control would be difficult because it could run counter to EEC law which bars discrimination in share dealing. At the same time it would establish two types of representative companies in France - those into which foreigners could buy and those which had been privatised and in which foreigners' stakes would be indefinitely limited.

But Mr Mitterrand acknowledged that he would be obliged to sign a law that was presented to him in a similar form as the present decree.

He is to meet Mr Chirac on Friday to discuss the matter.

Mr Andreotti's mission was given a slim chance of success last night, as two of the smaller parties in the five-party coalition - the Liberals and Social Democrats repeated that they would not join a government without the Socialists.

The government crisis hit the Milan bourse yesterday, where the main share index fell by 3.2 per cent, bringing the decline since last Friday morning to 5.5 per cent.

Analysts in Milan pointed out that the stability of the five-party

## World Weather

	°C	°F		°C	°F		°C	°F		°C	°F		°C	°F		°C	°F		°C	°F	
London	24	75	Baltimore	25	77	Edinburgh	21	70	Glasgow	21	70	Helsinki	21	70	Iceland	21	70	Madrid	27	81	Paris
Amsterdam	23	73	Berlin	21	70	Bucharest	21	70	Budapest	21	70	Copenhagen	21	70	Frankfurt	21	70	Hamburg	21	70	Vienna
Austria	31	88	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Belgium	23	73	Frankfurt	21	70	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Denmark	23	73	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Finland	24	75	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
France	23	73	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Germany	23	73	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Iceland	23	73	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Ireland	23	73	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	75	Rome	24	75	Stockholm	24	75	Vienna
Italy	23	73	Paris	24	75	Paris	24	75	Prague	24	75	Paris	24	7							

## SECTION III

# FINANCIAL TIMES SURVEY

**JAPANESE PRODUCERS**, having crushed the competition in the Far East, are now threatening to make a clean sweep in the light commercial vehicle markets worldwide.

They have made major inroads in the US, capitalising on the huge demand there for pick-up trucks which are mainly used as substitutes for cars.

They have captured nearly 20 per cent of Western Europe's light commercial vehicle sales and by 1990 could be accounting for 40 per cent, according to some informed commentators.

As Mr Carl Hahn, chairman of Volkswagen-Audi, told an American audience recently: "The Japanese industry awes me in its depth and its strength. A lot of what I see appears in our journals. For example, we hear much of additional passenger car sales in the US, but we hear very little of the Japanese manufacture and importation of compact pick-up trucks — trucks which are sold as, and most often used as, passenger cars."

Mr Maruyama Keller, one of the foremost US commentators on the automotive industry and a vice-president of research at Furman Selig Mayer Kieser and Birney, has also been attempting to draw attention to this aspect of the Japanese threat:

"While everyone's attention has been focused on Japanese penetration of automobiles, Japanese vehicle manufacturers have been slowly but deliberately entering new segments of the light commercial market," she points out.

"Just as the Japanese successfully have fragmented the subcompact and compact car markets in the US, they are about to do the same thing in lightweight trucks."

Currently lightweight trucks are very profitable for US automakers. However, it will be impossible to maintain sales volume and margin if the Japanese fracture the truck market with so many styles and models as they did in cars."

Helped by the attack on the lightweight truck markets of North America and Western Europe, total Japanese commercial vehicle output rose to record levels last year, by 5.3 per cent from the 1984 output to 4.6m units. Exports of commercials grew even faster, by 7.5 per cent to 2.3m another

The value to the Japanese is tremendous. Light commercial vehicles' share, many components with cars, and are often produced on the same assembly lines. Their production allows

## Vans and Light Trucks

Japanese makers have made big inroads in the US and Europe, selling pick-up trucks as substitute cars and light vans alongside those of local makers. Home and export markets alike are affected since there is little overall growth in demand.

### Hard lessons from the car market

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT



What European and US makers are up against. The Toyota Hi-Ace panel van exemplifies the highly successful vehicles that Japanese manufacturers are selling in world markets

the high cost of engines, transmissions, axles, floorpans and so on to be spread across a much higher output than for cars alone.

Light commercial vehicles can be sold and serviced adequately by car dealers and can be used to give dealers something to sell in those many markets worldwide where protectionism makes the Japanese wary about testing their penetration of car markets too far.

On the light commercial front the Japanese have already shrugged off a major protectionist measure implemented in the US in 1978 when the Treasury imposed a 25 per cent tariff on imported light trucks.

This was mainly in response to union pressure because the three major automotive groups — General Motors, Ford and Chrysler were all importing small pick-up trucks from Japan and selling them with their own badges through their dealer networks.

Partly as a result of the tariff, both GM and Ford introduced "downsized" or smaller pick-ups and Nissan set up its pick-up truck assembly plant in Tennessee.

In spite of the tariff, however, Japanese pick-ups are still among the lowest-priced vehicles available on the US market and very attractive to private customers wanting to buy something new rather than a used car.

Last year, between them, Toyota, Nissan, Mazda, Isuzu, Mitsubishi and Suzuki sold 508,530 trucks in the US, up from 650,020 or by 24 per cent.

Ever on the look-out for new niches to fill, the Japanese are steadily increasing their sales in the so-called sport-utility sector of the light truck market in the States. What was once the exclusive territory of the American Motors' Jeep, Ford Bronco and Chevrolet Blazer, now includes competition from Isuzu, Toyota and Mitsubishi.

Unlike the pick-up trucks, these vehicles are as profitable as cars despite the 25 per cent tariff. Some of the utility models would normally be classified as cars. But to avoid having the vehicles counted as cars and included in the quota

(which does not include car-derived and micro vans) up to 3.5 tonnes gross weight.

— the Japanese took out the rear seats.

The back seat was treated as an option which added \$400 to \$600 to the price.

In Western Europe the Japanese captured a record 16.4 per cent of the total commercial vehicle sales in the first quarter of 1986. In 1985 they achieved a 15.1 per cent penetration compared with 14.2 per cent the previous year.

Nearly all the progress stemmed from Japanese successes in the medium van sector, mainly at the expense of

Ford, which builds the Transit in Britain and Belgium, and Volkswagen of West Germany.

In 1980 the Japanese had only 11.8 per cent of the medium van sector in Europe (15 countries) and by the end of last year had built their penetration to more than 21 per cent.

The London-based DRI Europe group forecasts that by the 1990s the Japanese will take 40 per cent of the medium van business, the fastest-growing area in Europe's commercial vehicle market.

Two elements in particular will extend the Japanese penetration. First, the Japanese will make more vans at their own European factories. For example, Nissan is making the Vanette at its Motor Iberica subsidiary in Spain.

Second, in response to their own falling market shares, the Europeans are likely to look for ways to reduce the cost and investment required for van ranges and will use Japanese vehicles to do so, either by importing them fully built-up or by producing Japanese-designed vehicles.

The trend has already been established. Ford recently added a light van produced by its Japanese associate Mazda to its range in West Germany.

Similarly, Daimler-Benz, the Mercedes group, and General Motors, which uses the Bedford badge on its commercial vehicles made in Europe, have agreements to produce Japanese vans under licence.

In the first three months of

this year the Japanese gained a great deal of ground in the UK where the best-selling Ford

Transit was in short supply. They built their medium-van segment share from 14.5 per cent at the end of 1985 to 18.2 per cent.

Shipments of light commercial vehicles to Britain are covered by the voluntary restraint agreement between the Japanese and the UK motor industries, but West Germany is wide open to attack.

In the first quarter of this year the Japanese share of the West German medium van sector rose to 25 per cent from 22.28 per cent at the end of 1985.

Volkswagen and Ford once dominated the Western European van markets. But since 1982 VW's share of the medium sector is down from 17.2 per cent to 15 per cent, while Ford's share has been reduced from 16 per cent to 10.5 per cent over

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markets. DRI suggests exports of commercials up to 3.5 tonnes, which were 273,300 in 1980 and had fallen to 180,200 by 1985 will drop again to 168,200 this year.

Until the mid-1990s, the best the Europeans can hope for is exports of 180,000.

The Japanese first made their presence felt in the European commercial vehicle market with car-based vans and micro-vans. Six years ago they moved up to medium vans with higher value. There is plenty of evidence they are now taking the process one step further. This year, in the top class, the Japanese will attack the light truck segment where volumes are lower but value is much higher.

The same can be said of the US where the Japanese already have been moving swiftly into those niches of the light truck sector that the domestic manufacturers say would be too expensive to supply with American-built vehicles.

### Western Europe's light van market

	1982	1983	1984	1985	+1986
Total sales (000s)	396.3	435.1	412.8	496.2	142.9
Market shares %					
Renault	36.3	33.3	30.1	23.3	28.3
Peugeot-Citroen-Talbot	20.2	17.2	16.2	24.7	24.2
Japanese	10.1	10.8	11.4	13.2	11.9
Ford	8.6	7.7	9.3	9.6	7.7
Flax	9.7	10.1	11.1	9.1	7.6
GM-Opel/Bedford	4.1	4.9	6.5	6.6	7.6
BL-Austin Rover	5.2	6.1	4.7	4.5	4.6
Volkswagen	2.8	4.0	2.8	4.2	4.4
Seat	1.8	4.7	5.4	3.8	2.9

+ First quarter

Industry sources.

TRANSIT number one rolled off the Ford production line in 1965. Last year the astonishing figure of 2,000,000 was reached.

Now the next chapter has begun.

### EVOLUTION NOT REVOLUTION.

Ford have combined all the most successful features of the last twenty years with all the latest knowledge and technology.

They've produced a Transit that's even more economical, yet has far greater loadspace and better load access. A vehicle with a higher level of comfort, but one that is even more rugged, even more reliable.

### THE CLASSIC DESIGN CONCEPT.

The design concept is a classic. The cab, engine and loadspace are located in three separate compartments, so no one element interferes with the others.

Rear wheel drive is featured on all models, while for the first time short wheelbases have independent front suspension.

And to cut maintenance costs, self-adjusting mechanisms and lubricated-for-life components have been included in the design. Even the bonnet hasn't been overlooked — it opens higher and wider for easier access to the engine.

### STRETCHING FUEL ECONOMY BOUNDARIES.

Ford have also made the new Transit cheaper to run. Aerodynamics have been improved dramatically giving it a drag co-efficient that few others can equal. And the engines are among the most reliable and cost efficient on the road.

Add all this to the versatility and economy of Ford's own gearboxes and you've got a cost-cutting combination.

### TAKING LOADSPACE INTO ANOTHER DIMENSION.

As for loadspace, the new Transit boasts even more than its illustrious predecessor.

The long wheelbase features a semi-high roof with 297 cubic feet of loadspace — a 13.5% improvement. The short wheelbase has 11% more room than before with 202 cubic feet. But short wheelbase models also offer a semi-high roof option, boosting the overall loadspace improvement to 22%.

Access has also been improved.

The rear doors are up to 9" taller and rear loading width is up to 5%" greater. And there's a new low-effort, sliding side-door available that can easily swallow a metre-wide pallet.

### LEAVING YOUR OPTIONS OPEN.

Needless to say the new Ford Transit is a very versatile vehicle. It's available in van, chassis cab, bus and crew-bus models with a choice of seven payloads and three different wheelbases. With over a thousand Ford dealers spread across the country your options are also open when it comes to arranging a test drive.

In the Ford Transit success story, the next chapter has begun.



**THE NEW FORD TRANSIT.**



## Vans and light trucks 2

### US truck sales and stocks

	General Mkt. Cpn.						Nissan	Total	
	Chrysler Corp.	Dodge	Plymouth	Ford	GMC	Chevrolet	truck & coach	Jeep	Corp.
64,000 lb:									
Utility	9,369	—	36,946	66,112	15,946	23,559	—	—	151,496
Car-type pickup	—	—	—	9,246	1,215	—	—	—	11,861
Compact pickup:	—	—	126,421	91,233	21,399	12,230	36,343	261,876	
Domestic Import	31,769	—	—	—	—	—	—	—	31,769
Mini van	6,569	—	10,204	22,549	4,704	—	—	—	44,817
Van	7,335	—	28,235	8,401	1,279	—	—	—	45,810
Conventional pick-up*	23,875	—	67,868	106,493	23,423	—	34,163	—	228,459
Station wagon	—	—	—	—	—	—	—	—	34,163
Min passenger carrier	50,389	48,066	46,020	39,476	8,800	—	—	—	193,746
Passenger carrier	4,719	—	—	551	125	—	—	—	5,835
Total	134,025	49,066	310,745	346,700	51,651	68,952	26,343	1,028,483	
6,000-10,000 lb:									
Utility	5	—	15,729	17,178	2,438	—	—	—	40,369
Van	23,066	—	30,773	40,941	10,422	—	—	—	105,102
Van/carry (Type C)	—	—	12,848	6,586	1,398	—	—	—	21,323
Conventional pick-up*	13,948	—	145,966	53,905	17,962	640	—	—	237,421
Station wagon	13,879	—	—	23,675	7,601	6,186	—	—	37,462
Passenger carrier	—	—	11,818	6,882	1,529	—	—	—	24,008
Multistop	—	—	—	16,812	1,982	—	—	—	18,614
Total	51,298	—	221,245	170,279	44,622	6,826	—	—	494,300

\* Including extended and crew cabs. † Truck chassis.

### The US

## Family drivers boost



The new Ford Transit. Its sales will be a key to market share in the UK's medium van sector.

THE GROWING number of Americans using light trucks as personal vehicles has made them more popular than cars for some manufacturers, and contributed to a strong light truck market that continues despite slowing US passenger car sales.

Near-record sales of light-duty trucks also contrasts with a sluggish market for heavy- and medium-duty trucks, primarily in commercial Light-duty (under 10,000 lbs gross vehicle weight) US truck sales through May 1986 totalled 1.5m, several thousand units ahead of last year's total year-to-date figure. Last year's total of 3.7m was a record year for US light truck sales.

The apparent momentum in light-truck sales persists in the face of a softening market for passenger cars that was off 1.3 per cent to 4.6m units for the first six months of 1986 compared to 1985.

A number of factors seem to be combining to maintain demand for light trucks in the US. Relatively new on the market are several new compact pickups and light vans designed specifically for the needs of the average family.

The largest US-built sedans and station wagons, long the primary vehicles for suburban families, have largely been replaced by physically smaller cars as manufacturers responded to US regulations that limit the average fuel con-

sumption of cars built in the US. One result has been a boom in so-called "mini" vans marketed into passenger-carrying service by suburban families.

"Minivans fill a wide variety of needs. They're much more versatile than station wagons with various seating arrangements," says Mr Jerome Mittman, light truck marketing plans manager at Ford.

Both Ford and General Motors introduced new short-wheelbase vans late last year, a year after Chrysler first began selling a radical, front-drive "minivan" that was viewed by many buyers as an alternative to the traditional station wagon. Now market analysts at both Ford and General Motors estimate about 70 per cent of

sales of their latest small vans are to non-commercial customers.

Chrysler's front-wheel-drive van, which will add a longer body to the line this year, has an even higher percentage of owners using it as a passenger vehicle.

Mr Mittman says the increase in buyers who are now shopping for light trucks instead of cars has promoted demand for expensive luxury interiors, automatic transmissions and air-conditioning—luxury items not normally ordered by farmers and fleet delivery customers.

"Our most expensive pickup is slightly more than \$20,000 now," Mr Mittman says.

It's a trend likely to enhance profits for manufac-

turers, since light trucks are manufactured in high-volume, standardised plants that keep unit costs low. Standard-size pickup trucks normally are the largest-volume single model vehicle of any type for GM, Ford and Chrysler.

The continuing drop in fuel prices in the US is often mentioned as another reason for the strong sales of light trucks. Yet small imported pickups, mainly from Japan, have increased even more than domestic sales.

Imported trucks currently are running about 20 per cent of total light truck sales in the US, up from 18 per cent a year ago. That's a similar gain to the increase in import penetration of the US market, now at 25 per cent compared to 23 per cent.

Neither Japanese cars nor trucks are unrestricted in the US market today, but while the Japanese have set self-imposed quotas on export volume in some trucks, currently inhibited only by a relatively high tariff of 25 per cent.

Japanese imports of light trucks likely would have been even higher if Ford and Chevrolet had continued to import so-called "captive" trucks manufactured in Japan and sold under the domestic manufacturer's label.

Ford and Chevrolet stopped importing Japanese models two years ago when they introduced their own domestic-style "captive" models. Chrysler, which is beginning production of its own light pickup this summer, will continue to import trucks from Japan made by Mitsubishi.

The actual presence of the Japanese in the US market is somewhat higher than indicated by sales of direct imports. Nissan currently makes about 10,000 light pickup trucks in its US manufacturing plant in Smyrna, Tennessee, assembled mainly from components produced in Japan.

UK light truck manufacturers are also introducing a variety of new models and technical changes expected to add momentum to the market.

Both Ford and Chevrolet are introducing redesigned standard pickup trucks this year—an unusual occurrence since light trucks are redesigned only about once in a decade. American Motors recently introduced a new pickup truck based on its four-wheel-drive Jeep.

Chrysler also currently is launching a new min-size pickup in a brand-new, highly automated plant.

American manufacturers also are studying plans to build standardised chassis for light trucks that could be adapted to various uses, including vans, pickups and four-wheel drive utility vehicles.

The soft market for light trucks in Europe has discouraged such plans on a worldwide basis, but the strong market in the US is viewed as a strong incentive to proceed.

Dan McCosh

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### The UK

## Long recovery continues

THE LONG recovery of the UK commercial vehicles market from its 1980-81 trough—the deepest in the industry's post-war history—has continued during the past 12 months.

The further improvement made possible by growth in the country's overall economy—which has shown remarkable resilience to the collapse of oil prices—has been particularly noticeable in the vans and light truck (up to 7.5 tons) sectors.

Between 1981 and last year, sales of light vans—mainly those derived from cars—increased by 60 per cent to reach 93,682. A further 11 per cent was enjoyed in the first six months of this year, although the Society of Motor Manufacturers and Traders registrations showed a further 4.3 per cent increase, compared with last year's first half, to 50,375 units.

Until the last few months the experience had been repeated, though to a less dramatic extent, with medium and heavy purpose-built vans (those with gross vehicle weights of 1.8 and 3.5 tons).

At their nadir in 1981, sales fell to 98,510. By last year they were back up to 121,200—a 23 per cent gain. In the first half of the current year sales have actually fallen back slightly, by 3.5 per cent, to 52,980 compared with the year ago.

The recovery in light truck sales has been on a par with that of medium and heavy vans, reaching 20,290 units last year, a 24 per cent increase compared with 1981.

The question is, do the signs of flattening of the sales curves this year indicate that another downturn will not be too long delayed?

Consultancy group Day Europa, for one, thinks this is not the case. The buoyancy of the economy, it forecasts, will take both vans and light trucks into further sales increases, at least until the end of next year. For 1987, it predicts sales of light vans will reach 98,325, medium and heavy vans 184,025 and light trucks 21,000.

Behind the encouraging overall figures, however, lies continuing fierce rivalry for sales among manufacturers and importers, and which has been intensified by a number of new models in appearance.

These models have included not only the long-awaited replacement for Ford's original 20-year-old Transit, but the second was within two years from Bedford. General Motors' troubled UK commercial vehicles subsidiary, to be based heavily upon a Japanese design.

The Midi, a one-tonne payload van based on a design by Imau, in which GM has a 38.6 per cent stake, was launched at the beginning of 1985, and in the spring of this year was joined by the Rascal. This is a "microvan" with an engine of only one litre but still capable of carrying a half-ton payload.

With these two products to complement its largest, UK-designed, C19 van (all three are assembled on Bedford's Luton van lines) plus two versions of the Ellesmere Port-assembled Astra van, Bedford has declared its intention of capturing overall leadership of the UK van market.

The objective, however, remains far from fulfilled. In the first six months of this year Bedford's combined van sales totalled 20,295. That was well up on the 16,940 sales achieved in the same period of last year.

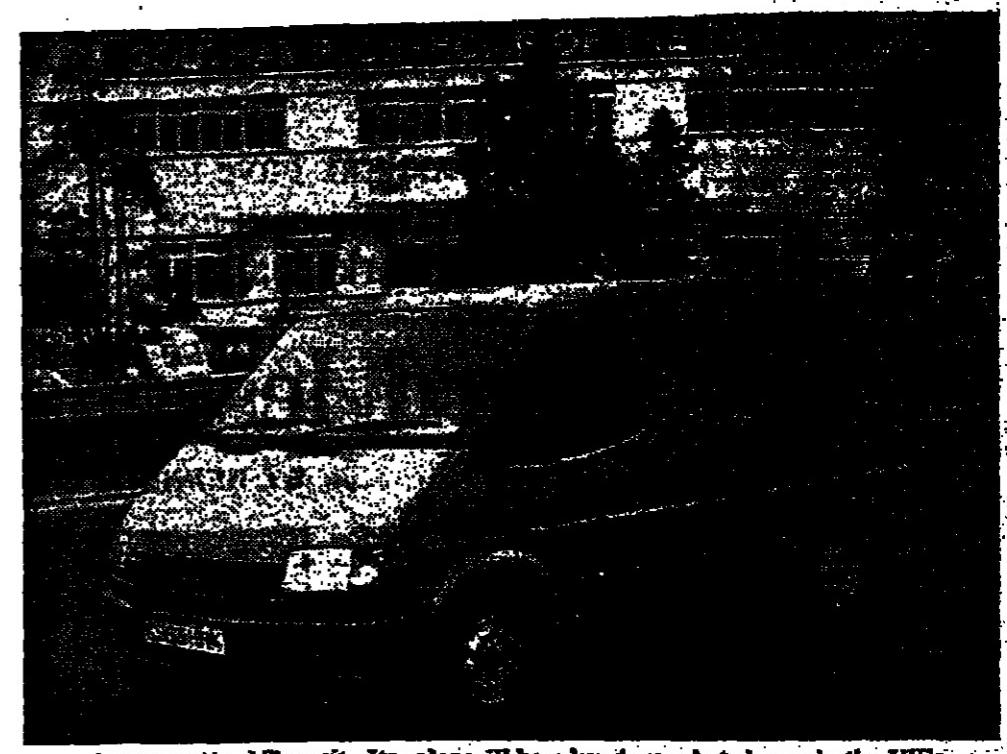
It was also sufficient to elbow the Rover Group companies, Austin Rover van, and Freight Rover, Sherpa, out of second place. The former GL, one-tonne van registrations fell slightly to 16,580, from 20,623, over the same period.

But Bedford remained far behind Ford, which won the sales fall in the first half of the year, still achieved 38,290 sales with its Fiesta, Escort and Transit vans. And that was despite the new model Transit, launched at the beginning of this year, being markedly short supply while production was being phased in.

Its chances of closing the gap appear nil, given the uncertainty which has arisen over the future of Bedford in the UK following the Government's blocking of GM's intended takeover of Leyland Trucks and Land Rover.

GM had plans to develop a "world" van through its Pontiac, Michigan-based world truck and bus organisation, in which Bedford would have played a key part. GM has now decided to get out of the bus business altogether, and has shelved the world van.

From top: Land Rover Ninety county station wagon; Freight Rover Sherpa high-speed police vehicle; Vauxhall Astra van; and Ford Escort van. The sales of car-derived vans continue to increase as UK manufacturers and importers pursue this highly competitive sector.



The new Ford Transit. Its sales will be a key to market share in the UK's medium van sector.

Bedford, which announced 1,700 redundancies in June, still needs a replacement for the C19.

In the face of the new Transit, But at the time of the talk, which was set to increase by 60 per cent to reach 93,682. A further 11 per cent was enjoyed in the first six months of this year, although the Society of Motor Manufacturers and Traders registrations showed a further 4.3 per cent increase, compared with last year's first half, to 50,375 units.

Meanwhile, Renault continues to lead the "traditional" importers in the medium van sector with its Trade and Master range, with 5,075 sales in the first half following its sales launch at the start of the year.

Other new arrivals in the market include pickup and van versions of Volkswagen's Polo, and the 12-seater van range from Mercedes-Benz, in weight, between 3.5 and 7.5 tonnes, which Renault claims to receive 50 per cent of sales in this sector, up from 25 per cent with previous models.

The completion inevitably has increased the market share of import

## Vans and light trucks 3

### France

#### Healthy sector keeps out exports

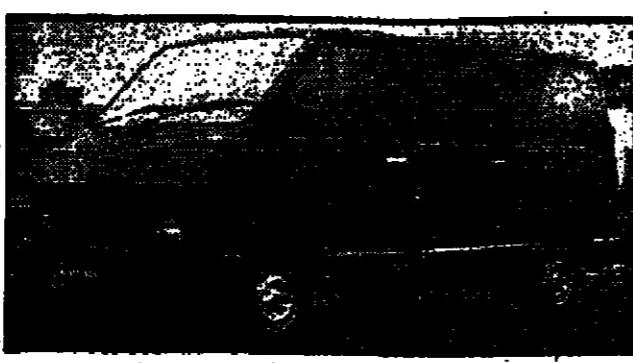
**THE FRENCH** light van and small truck market continues to be one of the healthiest in the French motor industry. In contrast to the domestic car market as a whole, the light van sector has managed to sustain strong growth.

At the same time the two French manufacturers—the state-owned Renault company and the private Peugeot group—have continued to dominate the light van market. Where foreign makers have so far failed to make a significant dent, such as they have achieved in the French passenger car market.

After a disappointing year in 1984, the light van market picked up last year with registrations rising by 11.7 per cent to 303,800 vans compared with the year before. The sector also accounted for 14.7 per cent of overall French car sales last year.

The figures would have been higher if sales to the French public administration and public services which are not recorded in the official registration statistics were also included.

This year the market has continued to advance strongly, with registrations rising by 14.6 per cent during the first five months and French manufacturers extending their gains



Renault's strong-seller: the Trafic

C15. Renault gained a 45.6 per cent share of the French market during the first five months of this year, with the Express taking as much as 17.1 per cent.

Peugeot slipped into second place with 37.9 per cent of the market during this period, but even so its sales have continued to advance. In volume terms, Renault's sales in the first five months have jumped 24.5 per cent while Peugeot group sales have risen by 8.6 per cent.

The success of the Renault Express has inevitably had an impact on sales of the Renault 4 van, which has long been one of the pillars of the state-owned group's van and light truck range.

After still managing to hold 12.8 per cent of the French van market last year, the Renault 4 van's share declines to 5 per cent during the first five months of this year.

Both Renault and Peugeot have continued to see sustained demand for van versions of their successful small cars. The two-seater van version of the Peugeot 205 has now been overtaken by the rival Renault "Enterprise," which is the van

version of the familiar Renault 5. Both the Peugeot 205 and the Renault 5 have healthy market shares.

French car-makers are also pleased with the sales performance of their small trucks.

Peugeot markets a range of

small trucks based on its J5 van

range with Fiat.

The company regards this structure as a success and an example of co-operation which can be undertaken between car manufacturers.

For its part, Renault is encouraged by the sales performance of its Trafic small truck which has gained a 6.6 per cent share of the French market so far this year.

The figures of the light van sales drive are contributing to general recovery efforts at Renault, which has a major restructuring programme to cut losses totalling FF 10.9bn last year.

Peugeot has reported its return to profitability last year after several consecutive years of heavy losses.

Paul Bettis

### opening months of the current year, and that customers are more price-sensitive than ever.

Many of the buyers of vans and light trucks are small companies, pieceworkers often involved in textile, shoemaking or clothing, and a broad variety of other artisans.

Last year was by no means

unprecedented, either for Fiat or for its foreign competitors operating in Italy. The total number of commercial vehicles (over the 3.5 tonnes mark) sold in 1985 was 99,000, making for a distinctly lacklustre rise of 2.6 per cent on 1984.

The outlook for this year is much the same—a stable and unexciting market with a marginal sales increase at best.

Fiat itself lost ground in 1985, with 14.121 units sold, the market leader its Fiat Auto division sold 45,016 vans and light trucks, accounting for 45.5 per cent of the Italian market, down from 51,000 vehicles or 52.8 per cent in 1984.

The Iveco division actually saw its 1985 sales in this sector up by 18 per cent to 14,121. When Fiat Auto and Iveco divisions are combined, however, the Fiat group sold a total of 62,137 vans and light trucks in 1985, against 63,500 the year before.

Industry analysts say that demand has been weak in the



Fiat's Ducato in Luton van form

trucks, which are manufactured with a standard of finish generally associated with cars—has been a great success. Last year Fiat's Luton range accounted for 21,729 of the vehicles sold by Fiat Auto (the other 22,265 vehicles were in the Fiorino and 800-E ranges).

To maintain market share, the various companies have been spending on advertising as never before. It is estimated that in the first four months of this year the big producers spent around US\$4m together on radio, television, print media and billboard campaigns.

Fiat is believed to have spent between \$1.5m and \$2m of this total.

Then there are the financial incentives offered to customers. Ford and Renault are particularly active here, with Ford offering £10m of interest-free finance for one year.

Renault is offering £5m interest-free for a year on its Transit model. Fiat, despite the luxury of being the market leader explains why Fiat has stayed out of the finance game offering no such incentive.

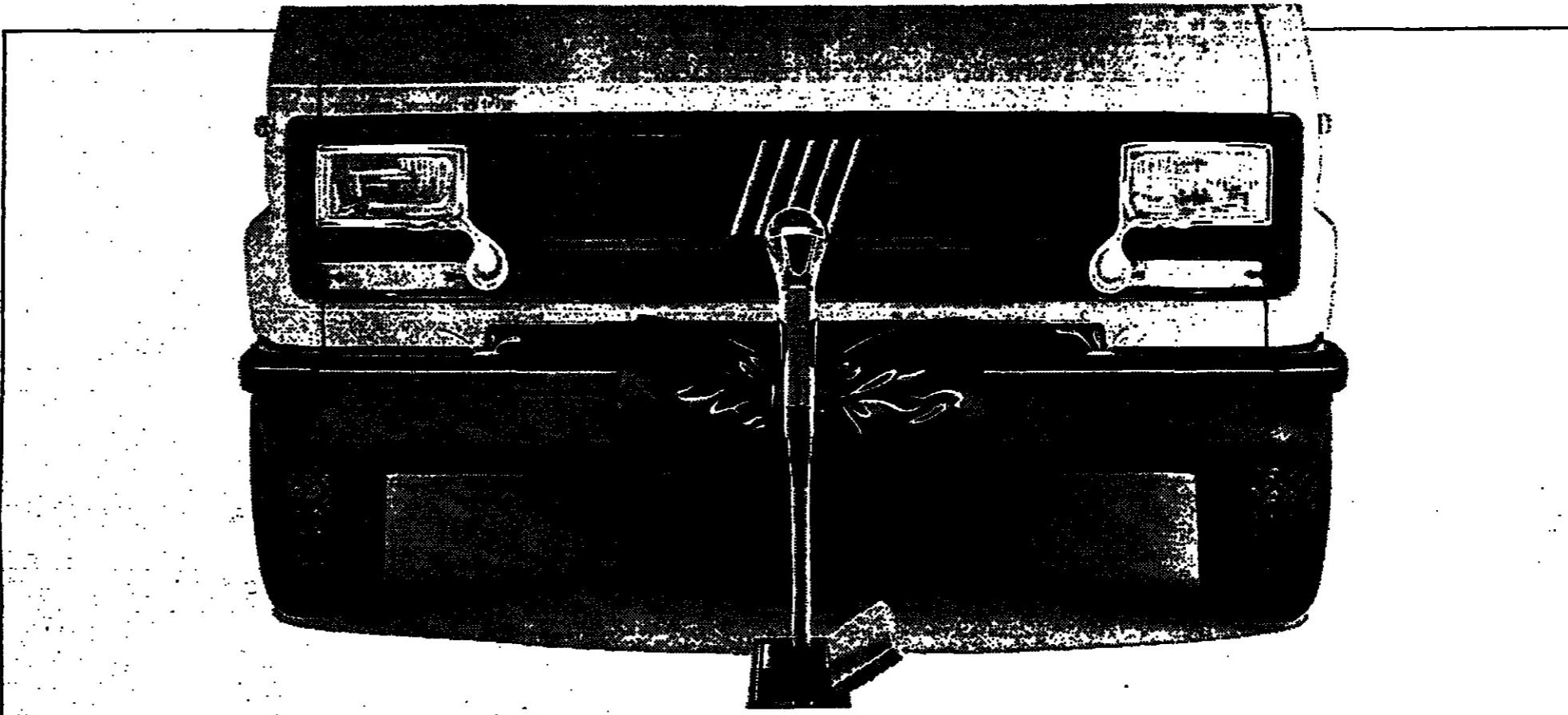
Alan Friedman

### Italian market

Company	Sales	Market
	(units)	%
Fiat Auto	45,016	45.5
Iveco	14,121	14.3
Ford	18,153	18.2
Renault	6,905	7.0
Volkswagen	6,647	6.1
General Motors	4,838	5.0
Others	8,882	8.8
Total	99,000	100.0

Source: Fiat

10.3 per cent of the market.



Volkswagen's Polo car-derived van

### West Germany

#### Confidence from orders pick-up

**DESPITE JAPANESE** competition, the West German manufacturers of vans and light commercial vehicles see some grounds for confidence about prospects in the immediate future. New orders, particularly for the smaller vehicles, have been picking up—not only in the domestic market but in other European markets as well.

Producers hope for a further increase in sales, on the assumption that West Germany and other countries will sustain their moderate economic growth rates. At the same time, there is increasing emphasis on updated models and improved performance to try to meet the intense rivalry.

One sign of the times is the improved situation at Volkswagen's plant at Hanover, which is largely taken up with production of vans and other light vehicles. After steadily reducing the number of employees and operating short-time working in recent years, the Hanover plant has stabilised its workforce and has been running some Saturday shifts to step up output.

In other moves, Daimler-Benz and Fordwerke, the Cologne-based subsidiary of Ford of the US, are both marketing some new model ranges.

Earlier this year, Ford launched its new range of Transit vans, produced at Southampton in the UK and at the Fordwerke-supervised plant at Genk in Belgium.

In contrast to the hard-hit medium to heavy truck operations, the lighter end of the commercial vehicle sector has been showing more signs of life. The strongest interest, however, has centred on the smaller vans, which include not just family transport and leisure vehicles.

While the building industry has been struggling to revive from recession, demand for vans for use in delivery and service trades has been more resilient.

According to the Automobile Industry Association (VDA), West Germany's production of goods-carrying vehicles of up to 2 tonnes gross weight rose 6.3 per cent to 46,785 last year. However, goods-carrying vehicles of between two and six tonnes gross weight showed a less dramatic production increase of 3.2 per cent to 120,320 last year.

Production has shown a further increase this year, total output of goods-carrying vehicles of up to six tonnes rising 8 per cent to 76,600 in the first five months.

Sales both for family and leisure interests and for business uses have also been rising in domestic and export markets. In May, the VDA says orders for transports picked up equally strongly in West Germany and in markets abroad.

With the Japanese moving ever more strongly into the light and medium van markets, Volkswagen and Ford in West Germany have come under strong

**"In accepting this award, I'd like to thank my designer for giving me the capacity without which I know I wouldn't have won the vote. And all those lovely engineers for arranging those invaluable options. And I mustn't forget my producer; for encouraging me to act in so many roles. And, quite sincerely, I do believe that professionals like me should do all we can to work to a budget, so I appreciate the financial director's constant support. And last, but not least, all you darling people whose applause has made it all worthwhile.**

**I love you all. ♪**



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IV.

## Vans and light trucks 4

## Japan

## Record production but exports drop

**PRODUCTION** OF light vans in Japan hit a new record level in 1985 — up by just over 1 per cent to 3.38m units — but the pace is slowing sharply.

Despite buoyant sales of microvans on the domestic market, a tumble in exports is now setting the slide on total output levels. Over the first four months of this year, built-up exports of light vans plunged to a 23 per cent deficit. Despite a 5 per cent gain in domestic sales, output so far has shown a net 8 per cent fall and this year, for the first time since 1982, a downturn in van production is looming.

The improvement in sales in Japan stems from record demand for indigenous micro-vans. With engines up to 550cc, these minivan vehicles offer valuable savings in tax and insurance. Prices have been tailored to the narrow winding streets of Japan's cities, and they are particularly popular with a growing band of women drivers. (Outside Japan they have little relevance. With a majority of overseas customers preferring the car-derived alternative, only a small number of microvans are exported, to countries such as Pakistan, Australia and the UK.)

Customer interest in the microvan sector has been boosted recently with new products from Honda and Mazda joining long-standing competition from sector leaders Suzuki and Daihatsu. Sales efforts have accelerated as a result, and discounting now threatens the already modest margins available in this sector. During the second half of the year, however, demand is expected to run out of steam as the yen puts the squeeze on corporate profits.

Overseas, current shipments to Europe (up 3 per cent) and North America (up 16 per cent) are being more than offset by dwindling orders from the Middle East and China. Reduced oil revenues have cut this year's shipments to the Middle East by more than 70 per cent and concern over China's dwindling reserves of foreign exchange has sliced 50 per cent of sales to South-East Asia.

The North American markets are Japan's biggest customers, absorbing over 40 per cent of current light van exports. Led by the markets of West Germany, the UK and the Netherlands, Europe accounts for a

further 23 per cent.

Increasingly, however, stringent requirements on local sources of components are changing the nature of Japan's overseas business. Local assembly or licensed production is taking the place of built-up exports, and the recent ascent of the yen is accelerating this process, making it unlikely that future shipments of completed vans will again top the 1m mark.

The yen has risen 30 per cent against the dollar since last September. It has gained almost 40 per cent against the pound sterling (source of Japan's stiffer competition) and it is now 10 per cent up on the currencies of France and West Germany.

With one-third of its output exported, the consequences for Japan's light van sector are looking ominous. For the producers, an average of 40-50 per cent is expected to be sliced off 1986 earnings. (Already there are reports that leading producer Toyota, despite monthly sales plans for annual production of 15,000 commercial vehicles in collaboration with Kuo Zui Motors, start-up is 18 months late.)

Inevitably, investment plans are being trimmed back.

Despite high commitments in the US, spending over the year to March 1987 is expected to rise by no more than 5 per cent after a 30 per cent leap over the preceding 12 months.

"Belt tightening" measures

have extended to cutbacks in senior management incomes.

Overseas, dealer margins are under threat as importers struggle to absorb the impact of rapid price rises. In Japan, component suppliers are under pressure to cut their prices by around 10 per cent. Foreign-based programmes are being stepped up. Toyota has advanced the start-up of its Kentucky plant in the US by six months; and, in the UK, Nissan looks set to proceed to phase two ahead of schedule.

Japan's smaller specialists

are looking particularly vulnerable.

Recently, hard-pressed Nissan cancelled a long-standing contract-build arrangement with Fuji, under which the latter was producing 60,000 Nissan models per year. In one stroke, Fuji saw its annual output prospects drop by 10 per cent.

As a result, new alliances

are being forged by Japan's second-tier producers. Suzuki and Isuzu have recently agreed to pool resources in production and marketing of vehicles, and

in the US Fuji and Isuzu are to co-operate in setting up a joint assembly facility.

At the same time, pressure

from the yen is causing sup-

pliers in countries such as

South Korea and Taiwan to be

enrolled more closely in

Japan's vehicle industry.

Already recognised as a

valuable source of cheap com-

ponents, a more radical move

is underway to have Japanese

models built in these low-cost

centres for re-export to Japan

and elsewhere.

Among Japan's producers of

light vans, the arrival of new

models has brought gains for

Honda. Isuzu has enjoyed a

boost in US sales, but Isuzu

on the domestic market have

restrained output of Nissan.

For leading producer Toyota,

production of goods vehicles

topped the one million mark

last year, assisted by major

changes in the Lite-Ace van.

In Taiwan, the company has laid

out plans for annual production of 15,000 commercial vehicles in

collaboration with Kuo Zui

Motors. Start-up is 18 months late.

Minor revisions to Mitsubishi's L300 van are planned for

August, and from late next year

this model will be built at a

Daimler-Benz plant in Spain. It

will be equipped with a Mer-

cedes-Benz 2.4 litre diesel

engine. Plans to export the

model to West Germany (in

1988) have meant a doubling

of annual output provision to

18,000 units. Along with

Hyundai, there are plans in

China to build under licence

from 1988 to produce around

40,000 light vans in

South Korea. And a deal is

underway in China for monthly

assembly of 300 light vans be-

ginning late this year.

In its third technical link with

a Chinese company, Suzuki be-

gan production of small vans in

the city of Chongqing in April.

The company has ties with Land

Rover Santana in Spain, and in

the UK, GM is building a half-

truck version of the Suzuki microvan.

(This move to local assembly, and

the relief it affords from yen-inflated prices has already caused

at least one other UK importer,

Honda, to review plans for con-

tinued imports of microvans.)

Overall, both the UK and Spain

look like consolidating them-

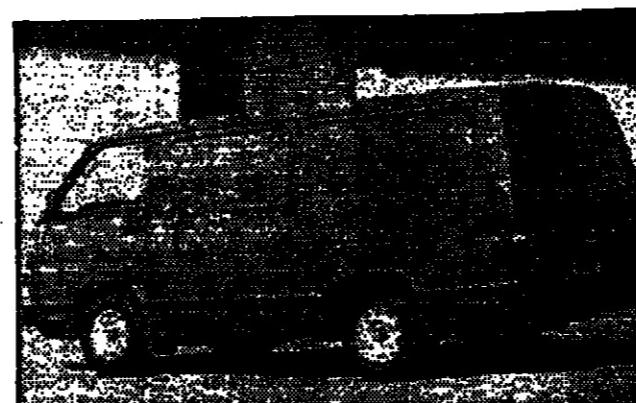
selves as the foremost produc-

tions bases for Japanese vehicles

in Europe.

With an \$85m investment,

Nissan has recently lifted its



Toyota Hi-Ace van. Japan's leading producer, Toyota built 1m goods vehicles last year.

### Japan's output of light vans

Figures in '000s up to two tons loading capacity

	1985	1986*	1987*	1986-85	% change
Midsize vans (up to 550cc):					
Domestic sales .....	1,285	1,393	1,286	-2.2	-0.6
Exports .....	11	7	6	-35.4	-45.5
Production .....	1,393	1,465	1,286	1.2	-7.4
Other light vans:					
Domestic sales .....	945	863	940	-8.2	-11.1
Exports .....	1,030	793	656	-23.0	-36.9
Production .....	1,995	1,661	1,490	-16.7	-23.3
Total light vans:					
Domestic sales .....	2,213	2,265	2,128	-2.2	-8.2
Exports .....	1,041	896	656	-22.0	-37.0
Production .....	3,254	3,066	2,776	-9.4	-18.0

\*Forecast  
Source: International Motor Business (The Economist Publications).

THE PEOPLE of Barcelona have seen caravan of vehicles being driven to the docks for shipment abroad often enough. But a long queue of Nissan Vanettes which recently wound its way to the port area was different.

What raised eyebrows about the latest batch of export units, built by the Japanese firm's Spanish subsidiary Motor Iberica, was that they all had right-hand steering wheels. They were destined, inevitably, for the United Kingdom.

If everything goes according to plan in Nissan's Barcelona vanette plant, some 3,000 Spanish-built vans will reach the UK in the course of this year. For the Japanese firm, this will at long last represent the start of a return on an investment in Spain that grew costlier and more frustrating as the years wore on.

Nissan came to Barcelona in 1980 when it bought Massey Ferguson's 36 per cent stake in Motor Iberica. The idea was to use the Spanish company as a springboard into Europe while

keeping a low profile.

Things did not work out that way. There was no evidence of a transatlantic market in Europe, at least not until now, and there was no chance of keeping it as the background. Motor Iberica's losses mounted year by year, and from year to year Nissan's stake in the company grew.

"Nissan is the sole proprietor almost by default," Juan Echevarria, Motor Iberica's managing director, says. "The original intention had been to remain as the chief minority shareholder with a degree of control of the company."

At the beginning of this year, a special Motor Iberica shareholders' meeting was convened to approve a 50 per cent increase in capital to Pta 35m. As in the past, it was originally scheduled for Nissan when it bought into Motor Iberica, the company should be totally modernised, competitive and able to fend profitably for itself according to the management's strategy.

There is room for optimism as there are signs that demand is on a sustained upward climb. The Spanish vehicle manufacturers association, ANFAC, noted in its latest report that productivity was significantly more positive than in 1985, a year when the improved trend was already setting in. The first quarter results for 1986 showed an overall increase of sales of

losses. With domestic sales of 10,672 Nissan Ebro units, Motor Iberica gained 49 per cent of the market and edged Mercedes-Benz Espana, the Spanish subsidiary of Daimler-Benz, into second place.

The other side of the coin was the figure of Pta 22.2m losses. Mr Echevarria claims that Motor Iberica's operating costs are now balanced, and that the debit is due to the continuing cost of restructuring the company (the labour force has been slashed from 12,000 in 1980 to the present 6,000) and financial charges.

It was this belief that the worst was over that prompted INI to pump a new Pta 4.1m into the company over three years. Under the Japanese shareholder's monitoring, the injection is a bid to put the Spanish subsidiary on a sound financial footing, and the parent company hopes it will be the last one.

An equivalent amount of capital since 1980 has been soaked up by losses of Pta 32m over the past six years.

Nissan's forecast for this year is that Motor Iberica's losses will be down to Pta 7.2m, and that financial charges will be reduced from representing a present 8 per cent of sales to 6 per cent. By 1990, or six years later, when it was originally scheduled by Nissan to buy into Motor Iberica, the company should be totally modernised, competitive and able to fend profitably for itself according to the management's strategy.

There is room for optimism as there are signs that demand is on a sustained upward climb. The Spanish vehicle manufacturers association, ANFAC, noted in its latest report that productivity was significantly more positive than in 1985, a year when the improved trend was already setting in. The first quarter results for 1986 showed an overall increase of sales of

19.4 per cent over the previous year.

INI's third producer, Esma, the manufacturers of the Peugeot line, is the orphan of the sector, for it has failed to acquire a foreign parent. So far, at least, it was claimed it would not be until it was clear what the talks between Esma's sole proprietor, INI, and General Motors were getting nowhere.

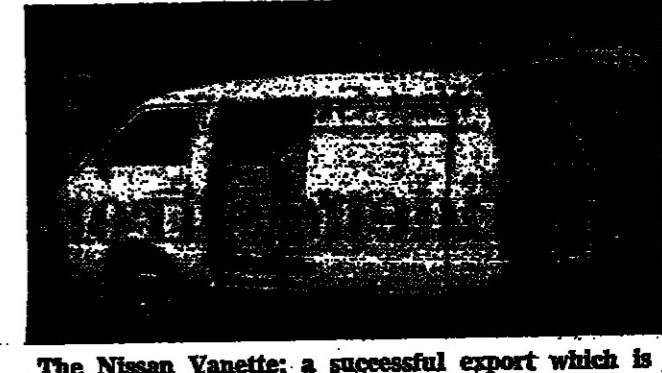
The American giant formally bowed out at the start of this year.

INI has accordingly drawn up a 20-telone Pta 20m investment plan which involves

cuts of about 30 per cent in its 8,800 work force and spending

on new-product technology and plant improvements.

Tom Burns



The Nissan Vanette: a successful export which is helping the Spanish industry

## Delco Products: Your Suspension Systems Source from Spain.



## Vans and light trucks 5

Medium Vans**'World van' project shelved**

THREE BIG events, two positive, one negative, have ensured that 1986 will be a very important year in the medium and heavy truck sector.

The year started with the launch of Ford's new-shape Transit, the long-awaited replacement for Western Europe's best-selling medium van.

In the spring, Daimler-Benz launched its Mercedes T2 range of heavy vans which compete in a low-volume market sector but are vitally important to D-B, Europe's major commercial vehicle group.

The important negative news came last month. General Motors admitted it had shelved its so-called "world van" project which, among other things, was to have provided Bedford in the UK with a replacement for its C-type vans.

The world van had been under development since the mid-1970s under the supervision of GM's world truck and bus organisation, based at Pontiac, Michigan, but which co-ordinated the efforts of the group's subsidiaries in Brazil, the US (GMC and Chevrolet) as well as at Bedford.

GM's aim was to develop a van which could use a common design for some key components and could be marketed around the world through all GM's subsidiaries with only minor modifications.

The US publication Metalworking News, which has close contacts with the motor industry's machine tool suppliers, said that GM had dropped the

world van project in favour of redesigning its current ranges of vehicles.

Bedford confirmed the suspension of work on the project and said resources were diverted to the truck programme. "It is a shift in resources."

Neither Bedford nor its parent would truck and bus division give any hint about the new van policy or whether Bedford would go it alone to replace the C-type which was launched in 1963 and had a major facelift three years ago.

During the trials with externally-owned EL in Britain, about the purchase of its Land Rover and Leyland Trucks subsidiaries, which broke down in March, GM suggested that one of the most pressing problems for both companies was the development of a new medium-weight van range.

GM argued that the investment would not be worthwhile unless a joint vehicle to replace both the Bedford CF and EL's Sherpa van was developed.

However, while GM suggested a van which could use a common design for some key components and could be marketed around the world through all GM's subsidiaries with only minor modifications.

The US publication Metalworking News, which has close contacts with the motor industry's machine tool suppliers, said that GM had dropped the

Rascal, from Suzuki design.

Some observers feel GM might now rely more heavily on Isuzu, in which it has a 38.5 per cent shareholding, for its future van supplies.

CF has been losing ground in the UK and continental export markets to newer products from European producers and is now

expected the old Transit to hold up so well against the new competitors. And it was entirely a matter of luck that it did.

In the UK, the largest medium commercial vehicle market in Western Europe, Ford had only 18 per cent of the sector before the Transit was launched. In little more than a year the van had taken 26 per cent and given Ford market leadership, a position the company has held ever since.

At times, Ford's share of the sector in Britain has been as high as 40 per cent and only once since 1967—in 1981—has it been under 30 per cent. In 1985 the van still accounted for about 35 per cent of medium sector sales even though it was widely known a new style was on the way.

But the Transit has lost much ground recently in continental markets. At the end of the 1970s Fiat and the Peugeot group launched jointly-produced medium vans (sold as the Fiat Ducato, Peugeot J5, Citroen C25 and the Talbot Express) from a new factory in southern Italy. Renault introduced the Trafic/Master range of vans and between them these newcomers snatched market share from the Transit in France and Italy.

Most important of all, the Japanese made an aggressive entry to the sector and between 1980 and the early part of 1986 increased their penetration of the Western European market from 11.8 per cent to nearly 25 per cent.

Not many Ford people

under threat from Ford's new

Transit.

Ford itself has a great deal riding on the new Transit. To start with the old vehicle (30 years-old at the time of its retirement) was Ford's most profitable model, cars included.

That is important not only to Ford but also to its 25,000 dealers throughout Western Europe.

There is scarcely a market in the world where the old Transit was not sold during its lifetime.

DRI Europe, for example,

suggests that in the 1990s the Japanese share of the medium van market will reach 40 per cent if vehicles built in Europe from Japanese designs are added to those imported builds.

By then West European annual demand for vans of the T2 type, which has fallen

from 105,000 in the mid-1970s to

71,000 last year, should have

partly recovered to 80,000.

First, from D-B's 35.4 per cent share of last year's total, the Fiat subsidiary, had 17 per cent; Ford 10.4 per cent; Renault 7.5 per cent; the joint Volkswagen-MAN organisation 5.9 per cent; General Motors 3.9 per cent; BL 3.7 per cent and the Japanese 4.8 per cent.

Those statistics show how

little progress the Japanese

have made at the heavy end of

the van market so far. They

have not developed the products

with which to tackle the sector

—mainly because large and

heavy vans are not particularly

suitable for use in Japan itself.

are in a low-volume segment but

are highly important to D-M.

particularly in its home mar-

ket where it has a 70 per cent

share of sales of vehicles

between 4 and 8 tonnes gross

weight.

D-B also last year accounted

for 36 per cent of the total West

European sales of vans and

trucks in this category.

The T2 models have an im-

portant role to play in Spain, the only European country

where D-B is still looking for

new commercial vehicle dealers.

Last year D-B sold 19,000 of

the old Dusseldorf models, in-

cluding parts sets for assembly

outside West Germany. Of the

total, 12,500 were built-up vans

and 900 were buses or bus

chassis. Some 7,000 were sold

in Germany.

The company has set itself

the target of lifting sales of

built-up T2 vehicles from last

year's 13,400 Dusseldorf vans to

18,500 by 1990.

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Kenneth Gooding



Special baker's van. This Volkswagen LT35 diesel, with a body by Johnstone Coachbuilders, was built for a Glasgow baker

In

1980

Ford sold

122,000

built-up Transits in Europe.

Since then Japanese and new

European competition has re-

duced annual sales to about

85,000.

However, the group hopes

new Transit sales will go back

to 120,000 a year by the end of

1986 when output reaches near-

capacity.

Much of the increase will

come from those continental

markets where the Transit is

already successful with a share

between 8 and 12 per cent.

Production of the new Tran-

sit is split about equally

between

Southampton

and Genk with the former sup-

plying the UK with a few hundred

a week of special versions for

export plus 40 knocked-down

kits a day for assembly at

Ford's factory in Portugal.

There is scarcely a market in

the world where the old Transit

was not sold during its lifetime.

DRI Europe, for example,

suggests that in the 1990s the

Japanese share of the medium

van market will reach 40 per

cent if vehicles built in Europe

from Japanese designs are

added to those imported builds.

Developed at a cost of well

over DM100m, the T2 models

are

designed to be distributed

widely outside Western Europe.

Ford's investment in the

new Transit totals about \$150m

for the

2.5 litre direct-injection diesel

engine produced at Dagenham

in Britain which goes back

to 1970 when the first

van was built.

Specialists

are

now

looking

for

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commer-

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in

Eu-

rope.

## Vans and light trucks 6

### Light trucks

## Partnerships in vogue

**THE PACE** of change in the commercial vehicle industry is fast and furious. Many of the changes seen in the past year will have an impact on the light truck market.

For example, Ford earlier this year effectively decided to opt out of European heavy commercial vehicle production by selling its operations to a new company in which it has only a minority interest.

General Motors, which owns Bedford in Britain, has put its world truck and bus programme under review and the group has said that, although it wishes to stay in the heavy truck business world-wide, steps must be taken to make GM's operations more competitive — "perhaps with a partner."

Light truck partnerships are already in the news. The one between West German groups MAN, the heavy truck builder, and Volkswagen, Western Europe's major car builder, which share production of trucks in the six to ten tonnes range, recently has been renewed, even though it spectacularly failed to live up to original expectations.

And an imaginative deal—one which might start a trend—has been struck between Daf Trucks of the Netherlands and the Land Rover-Leyland division of state-owned BL in Britain for Daf to distribute Sherpa vans and Roadrunner light trucks via its Continental dealer network.

Ford's decision is, for the time being, perhaps the most significant. Not only did it

signal the US group's determination to quit heavy truck building in Europe, it also handed more power to IVECO, the Fiat-owned subsidiary which is second only to Daimler-Benz in the Western European heavy commercial vehicle business.

A new company, IVECO Ford Truck, has acquired Ford's only truck factory, at Langley, Buckinghamshire, in Britain, where the Ford Cargo range is built.

The deal gives IVECO, which has production facilities in Italy, West Germany and France, immediate access to Ford's strong dealer network in the UK.

However, the merger is restricted to Britain here a unified dealer network selling both companies' trucks has been set up. IVECO Ford Truck will supply the Cargo and Ford dealers in continental markets but the vehicles will not go to the IVECO network which will remain separate.

The arrangement also extends to the Ford Transit van although some heavyweight versions will be sold through the joint-venture network in Britain.

Ford of Britain and IVECO each own 49 per cent of IVECO Ford Truck with the balance held by London-based merchant bank Credit Suisse First Boston UK.

The management team of the new company believes that the Cargo can quickly regain for Ford about 18 per cent of the UK market for trucks over 3.5

tonnes gross weight, while IVECO's penetration is about 3 per cent.

They expect that the combination of Ford's distribution strength and the much-wider spread of trucks available because of IVECO's involvement will drive the new company to a 25 per cent market share by 1988.

This is just one indication that the Daf-IVECO deal will have its major impact in the UK. And that means the other UK-based producers — BL's Leyland Trucks and Rensselaer Truck Industries, the former Dodge Trucks concern which is now part of the state-owned French group — face a new challenge.

However, Leyland stands to gain a greater deal from the distribution link with Daf. The Netherlands group is to sell through its dealers the Sherpa 3000 heavy vans and the Light Roadrunner trucks.

This should strengthen the Daf dealer network and make it much more viable because the Dutch company produces only heavy trucks, mainly above 15 tonnes gross weight.

At the same time it provides Leyland Trucks with an opportunity for continental sales which do not exist through its limited dealer network across the Channel.

The deal excludes the UK, Daf's best export market, and does not stop the British company from making other arrangements to sell the vans and trucks through its own distribution channels.



Mazda's B2000 pick-up: Japanese makers are widening their ranges to compete in more sectors

Daf was formerly part of Vauxhall Motors in Britain but in 1983 was lured off to become part of GM's world truck and bus group, based at Pontiac, Michigan.

GM has admitted that the world van project has been shelved and even the truck scheme must be in doubt now.

GM has been looking for a solution to the problem of losing Daf's Bedford for some time but seemed to have run out of potential partners when talks with the UK government about the acquisition of BL's Land Rover-Leyland division foundered on political rocks four months ago.

Leyland hoped for 3,000 Roadrunner registrations a year in the UK and 200 to 300 on the continent but has not reached that level.

The Roadrunner's impact in its domestic market has been dented by Daimler-Benz's new Mercedes LN range of trucks which replaced the 18-year-old LP models, also in 1984.

BL invested more than DM 280m in the new LN range and estimates it will build and sell 25,000 a year.

However, GM recently indicated that some fresh talk had started with a continental truck producer, but would not give any details.

GM's best bet for a significant presence in Europe was a potential deal with MAN — a deal which would have handed the US group MAN's 20 per cent of the West German market for trucks over 18 tonnes.

But the German establishment ensured that GM would not move in as a significant threat to Daimler-Benz. MAN was provided with cash to help it over temporary financial difficulties when D-B bought MAN's half-share of the large diesel engine producer MTU.

MAN's parent, GHH, has since taken full control (it previously had only 75 per cent of MAN) and set up the truck-producing company as a separate entity, MAN Commercial Vehicles.

Mr Hildegard Lohse, chairman of MANCV, says the company is having quickly but to financial health. It has also renegotiated its medium truck joint venture with Volkswagen.

Last year the joint venture sold 5,000 vehicles but output should improve to more than 4,000 for 1986.

Mr Lohse says the MAN-VW joint project is now breaking even financially and a reorganisation of production at one site will bring further economies.

Kenneth Gooding

### Diesels

## UK share to go up

A SHARP increase in the diesel engine share of the light van market is being forecast by manufacturers as a result of the new generation small diesels now on the market.

Around 25 to 30 per cent of the 120,000 to 130,000 light vans registered annually in Britain are diesels—and market forecasts indicate this could increase to more than 40 per cent. The biggest shift is likely to take place in the lighter vehicle sector where the diesel share is currently running at 15 to 20 per cent.

Already, some vehicle manufacturers are benefiting from the swing. About half of Astra van sales are diesels. For example, Ford Motors, in its annual report for 1985, describes the retention of BL in the light van market (it achieved a 7.5 per cent increase in sales in this sector in 1985) to the success of the Escort van, citing as a main reason the offering of its 1.6 litre diesel engine as an option.

The Transit also remained a success at Ford last year in spite of the fact that the old Transit model was being phased out. Prior to its replacement, a running down of sales might have been expected. This did not happen. Ford Transit registrations last year were up 1.8 per cent over 1984's figures, a fact that was almost certainly due to the success of Ford's direct injection engine introduced for the Transit in March 1984.

Almost half of 1985-registered Transits were fitted with this 2.5 litre direct injection diesel, Ford reports. This also underlines the success of switching technology—from indirect to direct systems.

The reason why diesel engine manufacturers are switching to direct injection is that engines using this technology are around 15 per cent more efficient and consume less fuel.

They burn fuel more cleanly, thus lubricating oil remains clean over a longer period, thereby extending oil change and engine service intervals.

Direct injection also results in reduced engine operating temperatures and this by reducing the strain on engine component parts prolongs engine life. A further advantage is better starting especially at low ambient temperatures.

Perkins is looking for a similar success story to Ford for the direct injection, two-litre diesel, developed in co-operation with the Austin Rover Group. The engine's direct injection system, intended for car as well as van use, could prove to be a substantial cost-saver. It is forecast as offering a 15 to 20 per cent better fuel economy than indirect injection diesels and a 40 per cent improvement over petrol systems.

Manufacturers consider that this question of lower fuel consumption will be the critical factor in accelerating the switch to diesel. The price paid on the extra cost of a diesel (5500 to 5750, according to make and capacity) will be cut substantially; in other words, the initial higher investment will be recovered more quickly.

Diesel fuel costs less than petrol, so there is a built-in price advantage. In the UK, however, the differential on price is not comparable to that enjoyed in some European countries where tax systems strongly favour diesel engines. There is however a possible change in the UK company car income tax laws which should boost diesel car use—the raising of the tax threshold from 1500cc to 1600cc and 1800cc to 2000cc, which will certainly have an impact on the Perkins unit.

Perkins recently tailored one of its engines for Renault Trucks Industries for the latter's Dodge 50 series vans. This was the T438 engine which develops 67kW (90bhp) at 2800 rev/min. The T438 replaced the naturally aspirated 6.247 engine and benefits from both direct injection and turbocharging and serves to demonstrate the demand from vehicle manufacturers for the new technology.

Work on producing these more fuel-efficient direct injection engines has been going on in Europe, of course, and IVECO was one of the first companies to take advantage of the concept when it introduced the 3.5 tonnes gvw IVECO Daily Turbo-Daily.

This fits the SOFIM 2.45-litre direct injection turbocharged diesel. IVECO pointed out when announcing this that, compared to the earlier pre-chamber model, specific fuel consumption had been improved by 15 per cent, 27.5 per cent more power—from 54 kW (72 bhp) to 69 kW (92 bhp)—and maximum revs reduced from 4,200 rev/min to 3,600 rev/min. A 15 per cent increase in maximum torque accompanied the change. This increased 47 per cent from 108.4 lb ft to 150 lb ft.

A measure of the impact on servicing is that it was possible with this engine to adopt a double oil filter which meant an oil change every 10,000 km (compared with 7,500 km on the earlier models) and a filter cartridge change every 20,000 km (instead of 15,000 km).

This engine is soon to be fitted in the Fiat Ducato 3.5 tonnes gvw, shortly due to make its debut. This version will not be available in the UK until 1987.

The move to direct injection has also taken place at Daimler-Benz. When the Mercedes T2 van range was launched recently, one of the features was the offer of three direct injection diesels in the heavier models (the range goes up to 7.5 tonnes gross weight).

Eric Gibbins

### Car-derived vans

## Heavy French and UK sales

THE UK and France are odd countries out in Europe in having substantial markets for light vans, the vast majority of which are derived from cars. In other countries, like West Germany, most van operators have tended to run larger purpose-built vehicles in which manufacturers such as Volkswagen and Daimler-Benz have long specialised.

Even so, some 498,200 light vans were registered in western Europe last year—a sharp increase in what now appears to have been the worst three of its industrial relations and financial troubles. But its problems in the light vans sector stemmed mainly from the launch in October this year of a van based on Citroen's Visa model and built in Spain.

It was an instant success. Between 1984 and 1985 Renault's French market share plunged by nearly 16 per cent, all of which was picked up by Peugeot. The Visa van was a lot more than simply the hatchback car with its rear windows panelled in. It has a specially-developed cargo box designed at the time to give it the largest cubic capacity of any car-derived van.

But at the end of last year Renault launched its riposte—a specially-developed version of its new Renault 5 car called the Express in France and the Extra in the UK. With a 1.6 cu m carrying capacity and engine ranging between 1.1 litre petrol and 1.6 litre diesel, it has turned the tables (along with the still-in-production 4) no less sharply on Peugeot.

At the end of this first quarter, Renault was once again accounting for 50.8 per cent of the French market, with Peugeot's Visa van (in two colours and names—Van Rouge and Van Blanc), relegated to 39.3 per cent. So competition in France's two-pronged domination of the French market. Those sales

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## Vans and light trucks 7

## Four-wheel drive

## Fighting hard in a changed market

**LAND ROVER**, Europe's leading four-wheel-drive vehicle manufacturer and once Britain Leyland's most successful producer, attracted attention earlier this year when it became known that General Motors of the US was proposing a takeover. Nor did Land Rover's losses in recent years deter other potential bidders, once it emerged that the Government might consider selling the state-owned company.

The political future, particularly the emotional reaction of Tory backbenchers who claimed that part of Britain's heritage would be lost to the Americans, forced a retreat. The Government has decided Land Rover will remain "in the government group" for the foreseeable future." Mr Graham Day, new chairman of BL, which has now been renamed the Rover

Group, has ordered an audit of Land Rover along with the other companies.

The picture that will come back is of a company operating in world markets that have shown dramatic changes in recent years. Until the late 1970s light four-wheel-drive vehicle sales were relatively low, often directed to off-road uses by farmers, construction workers and the armed forces.

Jeep Corporation, of the US, and Land Rover served the post-war market well with utility vehicles designed to tackle tough terrain.

But starting in the US a new and fashionable market for four-wheel-drive vehicles grew rapidly. They were regarded as a fashionable form of leisure transport, the sort of vehicle to be seen in and unlikely to be put to the test along jungle

tracks or over rugged hills. American Motors' Jeep Corporation, in which Renault now has a 48 per cent holding, reports that 95 per cent of Jeeps are now bought for use on the highway compared with only 17 per cent in 1978. Though 80 per cent of customers express the desire for off-road capability, only 7 per cent frequently put their Jeeps to such use.

The Japanese challenge was not directed merely at the US manufacturers in their home market. Land Rover has also come under attack in the developing countries and Europe.

Competition includes Toyota,

Suzuki, Mitsubishi, Daihatsu, and Isuzu. Accordingly, Land Rover has switched the marketing effort from the Third World to the developed economies. A \$20m military contract to supply vehicles to Australia over the next five years has just been won. Model changes have been made to the Land Rover to offer car comforts in order to make it more attractive to the European leisure market.

But the company insists that in the drive to meet the challenges of changing markets it will never compromise Land Rover quality, reliability and durability. The aim is to build on the vehicle's strengths in the heavy duty end of the market, even if it means other prospective customers might have to pay a price premium.

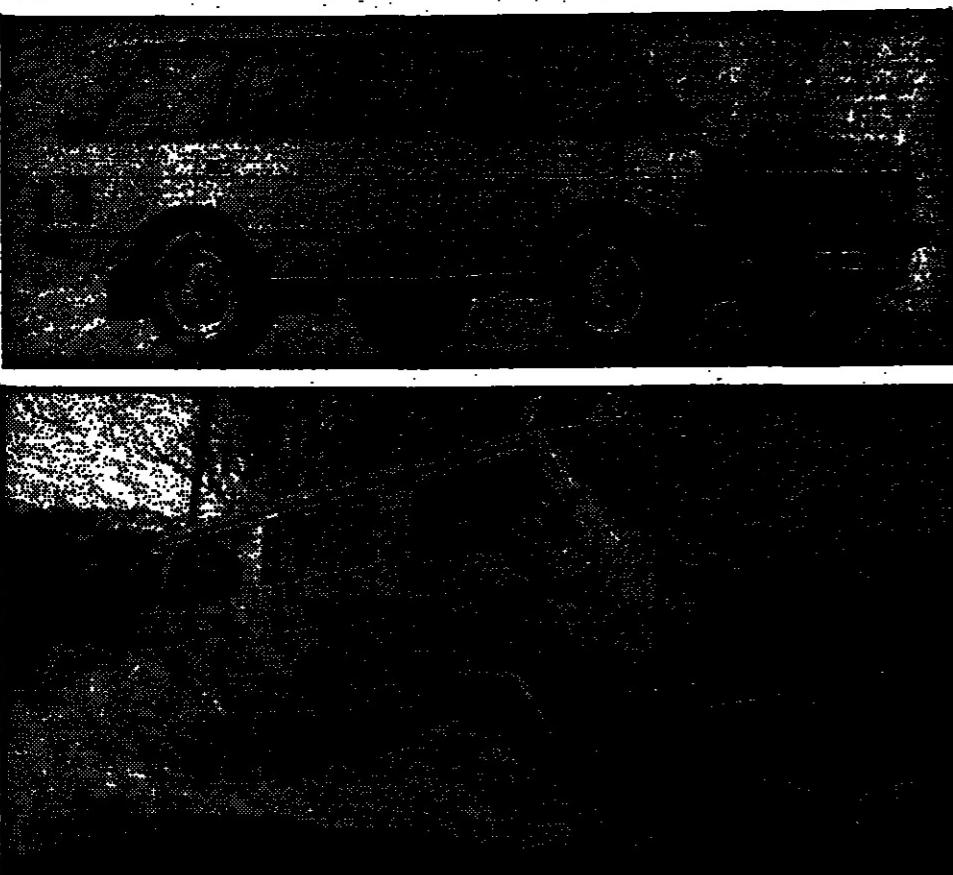
The Range Rover, designed initially for the US market but held back for price and exchange rate reasons, is now due to be launched in North America next year. A network of 60 dealers—importers of top-quality European makes—is being recruited. The Range Rover is seen as a competitor in the luxury car market against conventional cars such as the Porsche, Mercedes and Jaguar.

The top of the range "Vogue" model launches in the UK last October and selling at just under £20,000 has boosted sales in the home market by 45 per cent in the first half of this year. Range Rover registrations beat 8,000 for the first time last year—a jump on the 2,500 of 1984.

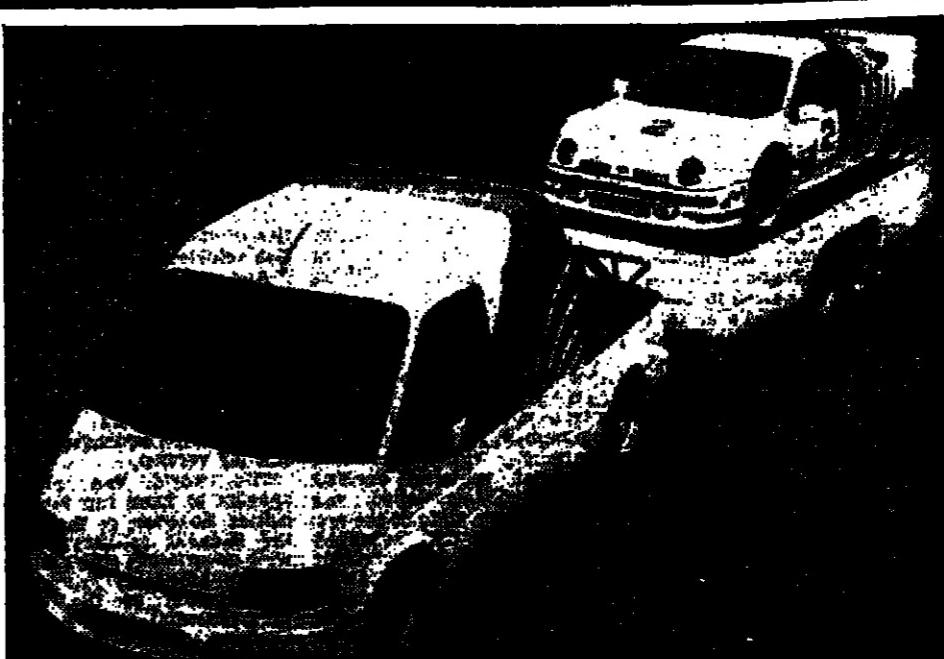
Sales in Europe, which climbed to more than 5,000 last year, are expected to increase again, and recent interest in a diesel-engined version for France and Italy. But the main hopes rest on the North American market where sales next year are projected at 2,000 to be followed by 3,000 in the first full year. No one is making a public forecast beyond that, but the optimism is clear.

Mr Day as the Rover Group chairman will clearly be anxious to assess the profit prospect. Land Rover made a £10m trading surplus on a turnover of £525m last year, an improvement on the £47m net loss of 1984. The company is looking to the company of a rationalisation programme which involved closing seven satellite plants and saving 1,800 jobs should be set for the first time this year.

Arthur Smith



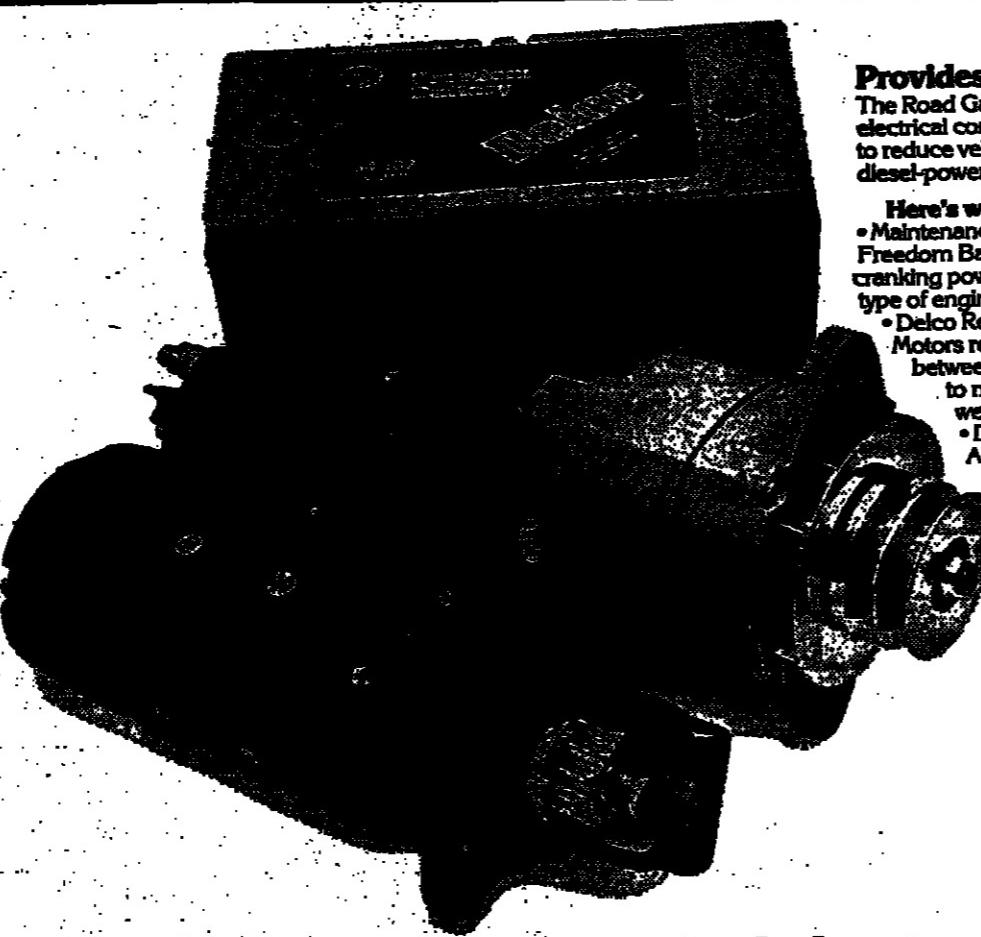
Top: BL's Range Rover, to be launched in the US next year. Above: Volkswagen offers its best-selling Transporter van with 4WD



These two concept vehicles by Ford, displayed at this year's Geneva Truck Show, give a glimpse of the vehicles of tomorrow. The Tug (top) based on the new Transit van, combines a luxurious interior with go-anywhere performance and can be used, for example, as a rally support vehicle. The Chasseur, also Transit-based, is a five-seat, air-conditioned leisure vehicle with individual telephones for each passenger



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## Vans and light trucks 8

### Electric Vehicles

# Ready for regular production

**ANOTHER MILESTONE** on the resurgent electric commercial vehicle's slow progress towards viability will be passed in October. From the middle of that month, one-tonne payload electric CF2 vans will be coming down the Luton assembly lines of Bedford, General Motors' UK commercial vehicles subsidiary, as part of regular van production and at a planned rate of 500 a year.

Half of the first year's production, according to Mr Ken Malia, Bedford's electric vehicles manager, has been pre-sold to public utilities like—naturally—electricity boards.

And after a month of "road shows" around the Midlands, ending in early July, in which for the first time Bedford has targeted public commercial operators—Mr Malia has few fears about whether the rest will be sold.

The road shows were undertaken in conjunction with the East Midlands Electricity Board and Lucas-Chloride EV Systems, the joint venture company between Lucas and Chloride which, with some firm of government backing, has developed the vehicles' world-leading drive system.

The 300 electric CFs Bedford has already built were also assembled on Bedford's "ordinary" van lines, alongside the company's petrol and diesel-powered CF2s and the

smaller Midi and Rascal models. But they were built in two batches, for evaluation both in the UK and overseas, with the last of the second batch completed late last year.

The electric CF's potential importance extends to far outside the UK. GM, while conducting its own continuing research programmes in the US into potentially viable electric commercial vehicles, decided that the UK-developed van represented the state of the art.

And nearly 40 CFs, rebadged as GM Griffons, are currently undergoing extensive trials with public utilities in the US under a programme being co-ordinated by the Electric Vehicle Development Corporation.

If all continues well, this fleet will be increased to nearly 1,000 vehicles over the next few years.

GM is showing more than a passing interest in the UK electric vehicle on the basis of research it carried out a couple of years ago indicating that up to 3,500 light commercials in North America, mainly urban delivery work, were potential candidates for being switched to electric operation, for both environmental and fuel economy reasons.

Since then the picture has been slightly clouded by two factors:

The collapse of the oil price, which is diminishing the incentive

of operators to sell alternative vehicles to petrol or diesel.

And, second, GM's problems with its own light commercials product planning. It had planned to produce a "world" van by the end of the 1980s, suitable for all markets. This would certainly have meant the end of Bedford's CF, with unknown consequences for the electric version.

The world van planning appears to have run into difficulties, however, so the CF for the moment soldiered on, but with uncertainty still surrounding its long-term future.

Evaluation of the electric CF's potential is by no means confined to the UK and North America, however. Currently it is undergoing trials with a total of 70 operators worldwide. Six have gone to Japan, including two provided to Chubu Denryoku, a major utility which supplies electricity to the central, and most heavily industrialised, region of Japan.

In addition, there have been exports to Denmark, Sweden, West Germany, Israel and Hong Kong. The Republic of China has also placed trial orders.

The performance of the vans is far removed from that of the milk float. They are fully "traffic compatible" in the jargon of the electric vehicle industry. That means the vans have a top speed of about 50 miles per hour, and accelerates to match that of conventional-powered vans.

In any case, Mr Malia pointed out, the DTI's subsidy was to encourage "market entry" for electric vehicles. As the production of more vehicles allowed costs to be spread, so the need for the subsidy would diminish.

So it is proving. When the series production electric CF2s go on sale in the autumn, they will be at the original launch price—despite the fact that by then the DTI subsidy will be only 40 per cent of the 1984 level.

Based on current production plans, what appears increasingly unlikely to be realised is a production made in 1984 by marketing director Mr David Sargent that the UK market for such vans—which are being made in limited quantities also by Freight Rover, the Rover Group (formerly BL) vans subsidiary, could reach 4,000 units a year before the end of the decade.

Diminishing concern about fuel prices almost certainly has put paid to that prospect.

But that situation could yet be changed if trials of a CF2 fitted with a new "superbattery" and which are due to start before the end of the year prove successful.

The battery, developed by Chloride Silent Power, uses sodium and sulphur as its couple. With the battery pack made up of hundreds of



individual cells about the size of a torch battery, it can be arranged in strings easily adapted to underfloor spaces in the vehicle.

Chloride says it believes the battery could be in commercial production before 1989, and that because of the cheapness and free availability of the couple materials, it could be cheaper than lead acid units.

From the electric vehicle manufacturer's operators' point of view, however, the real bonus is that the vans' range with a one-tonne payload could be tripled to 150 miles, or payload much increased, because the "superbattery" pack will be far lighter than lead acid units.

John Griffiths

Above: One of six Bedford CF2 vans arrives at the container depot for shipment to Japan. Below: Cab of the Bedford Midi van with its high-backed driver's seat

### Driver's view

## Vehicles much easier to use

**FOR THE** delivery driver life gets progressively tougher, with increased urban traffic congestion and proliferation of yellow lines in shopping streets. He is also in many instances having to get to grips with computer-generated paperwork, as delivery notes take the form of yet-more print-outs.

There are, however, compensations. Today's vans and chassis cabs designed for multi-drop operations are far in advance of their predecessors just a few years ago.

Reduced interior noise is an important contributory factor. Fundamentally new ranges introduced this year, like Ford's redesigned Transit, Renault's car-derived Extra, and, most recently, Mercedes' 3.5-7.5 tonnes T2 vans, are two to three decibels quieter than the models they superseded.

Vibration and harshness, regarded by vehicle engineers as integral elements in the noise-reduction challenge, have also been cut quite sharply, largely as the result of computer analysis of structural dynamics—how vehicle components, from engine valve covers to van side panels, "behave" across a spectrum of resonance loads and frequencies.

Weight of insulating material rather than its nature has proved to be crucial in bringing down noise levels. The Mercedes T2 has 16 kg of high-density mineral felt in the cab area alone, much of it lining the removable cover shrouding the rear end of the diesel engine.

Relatively minor changes to vehicle controls, bringing them more readily to hand (or foot) and simplifying their operation have further helped to enhance drivers' perceptions of the new generation of light commercial vehicles. Better placing of instruments, switches and knobs in more thoughtful laid-out fascias has also played its part in making vans and trucks as easy, even relaxing, to drive as the average passenger car.

There however is the rub, in that for multi-drop town delivery work, a car-like layout is far from ideal. It comes down to the ergonomics of a van driver's job—the ease with which he can get in and out of his vehicle.

Steering, bending, twisting and other contortions, possibly while carrying delivery (or collection) consignments, are obviously to be avoided if possible through proper attention to ergonomics.

Night down at the end of the working day, weight range, for payloads of up to 10 to 12 cwt (500-600 kg), car-derived vans (and pick-ups) have traditionally been accepted as the norm. Vans like the Ford Escort, Bedford Astra and Austin Maestro continue to sell in larger numbers to High Street traders.

A car-derived van by definition offers a car-like seating position, to give high levels of comfort once the driver is behind the wheel. But for undertaking high-frequency deliveries, he might have to get in and out as many as 10 times an hour.

While vehicles like the Ford Transit and Mercedes T2 are purpose-designed for easy step-in access to the driving seat,

Alan Bunt

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	6.6t
811D	7.5t
	7.5t
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	=4250mm WHEELBASE



Mercedes-Benz



## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Tuesday July 15 1986



## Guinness drop separate board for Distillers

BY DAVID GOODHART IN LONDON

**GUINNESS**, the UK brewing and retail group, announced yesterday that Sir Thomas Risk, the governor of the Bank of Scotland, would not become joint-executive chairman of a new joint board as proposed at the time of its successful bid for Distillers earlier in the year.

The company also admitted that it no longer planned to set up a separate board at all, in its offer document of March 3 it stated that such a board would be formed from senior executives of Guinness and Distillers and would include non-executive directors such as Sir Nigel Brookes, chairman of Trafalgar House.

Mr Chris Davidson, Guinness's senior press spokesman, said that the decision not to establish a separate board had been made after consultation with major shareholders who were concerned to see Distillers streamlined and not have even more tiers of management graft on.

He added that Guinness still intended to shift its headquarters to Scotland, as promised during the bid, and register as a Scottish company. Sir Thomas Risk was not available for comment yesterday. The

Guinness camp however was suggesting that there had been some friction between him and Mr Ernest Saunders, the Guinness chief executive, over the amount of banking business that would go to the Bank of Scotland.

Board changes following the Distillers takeover will now be based on the original Guinness board and it was also announced yesterday that Mr Saunders would become chairman and chief executive of the company.

Previously he had been deputy chairman and chief executive. The Earl of Iveagh, the current chairman, will become president.

Although Mr John Connell, the former chairman of Distillers, is expected to retire soon, it is likely that his younger brother Mr David Connell will join the Guinness board from Distillers.

However, Mr Victor McCall, an assistant director of Kleinwort Benson, which acted for Distillers during the takeover, said: "It is unfortunate that an unnecessary proposed structure was put together when we all knew that it was Ernest Saunders' management that would end up running the new business."

## Zanussi in profit after five years of losses

BY ALAN FRIEDMAN IN MILAN

**ZANUSSI** the leading Italian home appliance maker which is controlled by Electrolux of Sweden, emerged from five years of losses with a £1.2bn (\$3.5m) net profit in the first four months of this year. The result compares with a £24m loss in the first four months of 1985 and Zanussi is now predicting a 1986 full year profit of "several tens of billions of lire" against the 1985 deficit of £32.4m.

Under the management of Mr Giannino Rosignolo, the Zanussi chairman installed in late 1984 by Electrolux, the Pordenone-based white goods maker has been undergoing significant rationalisation and restructuring. Zanussi has em-

barked on a programme of factory automation which is part of £40m of capital investments over the next three years.

Last year Zanussi's £32.4m loss on sales of £1.677bn already represented an improvement on 1984 losses of £125.9m (on sales of £1.769bn). For this year Zanussi is predicting a 10 per cent rise in revenues, to £1.945bn.

Apart from capital projects, Zanussi is also following a union-agreed programme of redundancies, which should see the group workforce in Italy down from around 16,000 at the end of last year to 11,000 or 12,000 by 1988.

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July 15, 1986

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## J. P. Morgan earnings rise 50.6%

BY WILLIAM HALL IN NEW YORK

**J. P. MORGAN**, parent of Morgan Guaranty Trust, yesterday began the second quarter reporting season for the major US money centre banks, by announcing a 50.6 per cent jump in net earnings to \$237m for the three months to end-June.

Morgan's earnings, which resulted chiefly from increases in non-interest operating income and securities gains, as well as from higher net interest earnings, overshadowed yesterday's results from other leading US money centre banks.

Chase Manhattan, Morgan's larger but less profitable rival, reported a 11.4 per cent rise in its second quarter net income to \$146m and Chemical New York, parent of New York's fifth biggest bank, announced an 8.4 per cent drop in second-quarter net income to \$83.3m.

Chase said that its earnings were boosted by higher net interest in-

come, higher fees and foreign exchange trading profits, plus investment gains and a \$6m after-tax gain on the sale of Chase's interest in a Japanese leasing company. These favourable factors were partially offset by increased operating expenses and a higher loan loss provision.

Chemical said that its second quarter results were depressed by lower gains on the sales of investment securities, losses in the trading account and a larger provision for loan losses. Irving Bank, one of the smaller New York money centre banks, reported a 8.5 per cent rise in second-quarter net income to \$31.1m.

First Chicago's biggest banking unit, reported net income of \$63.6m in the latest period, compared with \$11.7m a year ago when earnings plummeted because of un-

expected losses at a Brazilian affiliate. Northern Trust, one of First Chicago's local rivals, announced a 42 per cent rise in its second quarter earnings to \$66.1m.

Most major US banks are experiencing strong gains in net interest income at the moment. Morgan's net interest earnings on a tax-equivalent basis rose by 24 per cent to \$322.5m in the second quarter, while Chemical's net interest income rose by 11.3 per cent to \$500.3m. It said that spreads benefited from a slowly declining earnings rate compared with a more rapidly falling funding rate.

Morgan's earnings continue to be underpinned by very strong growth in its non-interest operating income which rose by two-thirds to \$377.1m in the second quarter. A healthy increase in corporate finance fees boosted earnings from the category

known as "other operating income" by 50 per cent to \$125.7m. Income from foreign exchange trading rose by \$15.1m to \$80.7m and net investment securities gains of \$66.1m in the second quarter compared with \$24.5m in the same period last year.

Morgan's performance was also helped by a \$20m fall in its second quarter loan loss provisions from last year's \$80m. However, many of Morgan's rivals posted higher loan loss provisions. Chase's second quarter provisions rose by \$3m to \$135m and Chemical's second quarter provisions rose by 42 per cent to \$93.4m.

Chase's non-performing loans of \$2bn at the end of June are down from last year's \$2.4bn but still account for 2.1 per cent of total loans. Morgan's non-performing loans continue to decline and at the end of March totalled \$872m compared

with \$1bn a year ago.

Morgan continues to set a standard for the rest of the US money centre banks by boosting its primary capital since 1985 by \$465m to just over \$5bn giving it a primary capital ratio of 8.23 per cent. A year ago the ratio was 7.63 per cent.

Chemical has also increased its primary capital ratio from 6.51 per cent to 7.35 per cent over the same period.

For the first six months of 1986,

Morgan's earnings are 48.2 per cent ahead at \$470.3m or \$5.14 per share.

Chemical's earnings are 2 per cent higher in the first half at \$200.9m or \$3.70 per fully diluted share. Its shares shed \$1 to \$477 in early trading yesterday. Chase's shares also slipped by 5% to \$400 in early trading yesterday. Its six month earnings are 9 per cent ahead at \$289m or \$3.38 per share.

## Singer approves sewing spin-off

By Our Financial Staff

**SINGER**, the Connecticut-based aerospace and marine equipment group, has finalised plans for the spin-off of its sewing and furniture operations and predicted a sharp rise in second-quarter earnings.

The company said its board approved the spin-off, which has been under consideration for some months. The spin-off businesses will begin to function as a separate entity known as SSMC, which will continue to manufacture and sell Singer-branded sewing machines and furniture products.

Singer said shares in the new company would be distributed as a special dividend after registration is completed with the US Securities & Exchange Commission. This is expected to take place before the end of September and will be at the rate of one share in the new company for every four Singer shares currently held.

Singer itself will keep 15 per cent of SSMC's common stock and a class of its preferred stock. Mr Joseph Flavin, Singer's chairman and chief executive, said, "The spin-off completed Singer's transformation into an aerospace electronics company."

On earnings, the company estimated that its second-quarter net income was about \$22m or 99 cents a share, compared with \$12.2m or 61 cents a year earlier, when there were fewer shares outstanding.

The latest results, however, were heavily distorted by special factors, the largest of which was a \$100m after-tax gain on the sale of the company's controls division to Eaton.

This, and a \$17m tax credit, were partially offset by write-offs on remaining start up costs of the Simultech division, provisions relating to the spin-off of the sewing and furniture operations and accounting changes on the aerospace side.

## Standard Chartered shares lose 57p

BY NICK BUNKER IN LONDON

STANDARD CHARTERED, the British-based international bank, saw 57p wiped off its share price on the London stock market yesterday in the aftermath of its escape on Saturday afternoon from the hostile £1.2bn (\$2bn) takeover bid by Lloyd's Bank.

The fall left Standard Chartered's shares trading at the close last night at 718p, down from 775p on Friday evening. It also left Standard Chartered's three leading savers, Sir Yue-Kong Pao, Tan Sri Khoi Teck Puat and Mr Robert Holmes, a Court holding between them paper losses estimated at £80.7m.

Sir Y.K. Pao, the Hong Kong property and shipping magnate, Tan Sri Khoi, a Malaysian businessman, and Mr Holmes a Court, the Australian financier, acquired stakes totalling about 27.3 per cent of Standard Chartered in two days of hectic buying late last week which successfully frustrated Lloyds' three-month-old bid. They are thought to have bought into the bank at prices

of about 815p per share. Sir Y.K. Pao, who holds an estimated 14.9 per cent of Standard Chartered, was reported to have said in Hong Kong that his purchase was a long-term investment made with his own funds. Yesterday's share price fall leaves him holding losses on paper of about £21.7m.

Brokers' analysts took the view yesterday that the bank would have to act quickly to demonstrate that the presence of the new major shareholders would be a catalyst to reorganisation and streamlining of its global operations.

Mr Michael McWilliam, Standard Chartered's group chief executive, has indicated that he would support a plan to float off separate parts of the business on foreign markets, such as Hong Kong and Singapore.

There was speculation among analysts that the leading role played by Mr McWilliam in defeating the Lloyd's bid would strengthen his personal position within the bank, giving him the authority to push through changes in its operation.

## Hoffmann-La Roche to sell interferon in UK

BY TONY JACKSON IN LONDON

HOFFMANN-LA ROCHE of Switzerland has received official UK clearance to market interferon, its anti-cancer treatment, for the AIDS condition Kaposi's sarcoma.

Although Roche's licence for treatment of Kaposi's sarcoma is the first granted in the UK for the condition, Roche still lags behind Schering in the total number of interferon licences granted around the world.

Schering has clearance for treatment of Kaposi's sarcoma in Belgium, Ireland, Luxembourg, Colombia, Chile and the Philippines, and for treating hairy cell leukaemia in major markets including the US, the UK and Canada. It also has a scattering of licences for treatment of other rare cancers such as multiple myeloma.

Roche has a licence to treat Kaposi's sarcoma in the UK and Switzerland, and for hairy cell leukaemia in the US and Switzerland.

**NL rejects bid offer**

NL INDUSTRIES, the US energy group, said its board had unanimously rejected the \$15.25 a share tender offer by an affiliate of Mr Harold Simmons, the Texas investor, and voted to spin-off NL Chemicals to NL shareholders on a pro-rata basis. Our Financial Staff writes.

The company said its board believed the Simmons' offer, worth about \$940m, substantially under-

## PepsiCo acquires Seven-Up's overseas interests for \$246m

BY TERRY DODSWORTH IN NEW YORK

PEPSICO, the US soft drinks manufacturer, has moved to strengthen its position in international markets with the acquisition of the overseas interests of Seven-Up for \$246m in cash.

Seven-up, which is one of the leading producers in the expanding lemon-lime category of the soft drinks business, was placed on the market some time ago by Philip Morris, the tobacco group which bought the company for \$320m eight years ago. PepsiCo made a \$20m bid for the whole of the drinks group earlier this year, but was thwarted by the US anti-trust authorities, who opposed the deal on the grounds that it might reduce competition.

Analysts believe, however, that PepsiCo has acquired the strongest part of Seven-Up in its international division, which is believed to be the third largest soft drinks company outside the US. The company operates in 85 countries, and is one of the leaders in the fast-growing lemon-lime category - a part of the market accounting for about 15 per cent of the total soft-drinks market outside the US against 7 per cent within the US.

Philip Morris has struggled to make money on Seven-Up because of its lack of supporting soft-drink brands, but Wall Street believes that PepsiCo will be in a better position to turn a profit on the company because the deal will allow it to make improved use of its bottling and marketing facilities. PepsiCo should be able to use its expanded network of franchised bottlers, and it will increase the efficiency of our respective manufacturing, distribution and marketing systems,"

The acquisition of Seven-Up International comes in a period of consolidation in the soft drinks industry. Coca-Cola, the leading producer in the sector, has also launched a bid for Dr Pepper, although it is by no means certain that this will go through against opposition from the anti-trust authorities. Philip Morris is, in addition, believed to be considering several proposals for the purchase of the US business of Seven-Up.

This announcement appears as a matter of record only.



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Incorporated

Montgomery Securities

Robertson, Colman &amp; Stephens

Salomon Brothers Inc

Smith Barney, Harris Upham & Co.  
Incorporated

Dean Witter Reynolds Inc.

**U.S.\$200,000,000**  
**Fuji International Finance (HK) Limited**  
(Incorporated in Hong Kong)

Guaranteed Floating Rate Notes Due 1996



Guaranteed as to payment of principal and interest by

**The Fuji Bank, Limited**

(Incorporated in Japan)

Notice is hereby given that the rate of interest has been fixed at 6½% p.a. and that the interest payable on the relevant interest payment date, January 15, 1987, in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$345 - 00.

July 15, 1986, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

**C.V.G. Siderurgica del Orinoco C.A.  
(Sidor)**  
(Incorporated with limited liability in the Republic of Venezuela)  
U.S.\$350,000,000

FLOATING RATE NOTES DUE 1984-1990

In accordance with the terms and conditions of the Notes, and the provisions of the Agent Bank Agreement between C.V.G. Siderurgica del Orinoco C.A. (Sidor) and Citibank, N.A., dated July 7, 1980, notice is hereby given that the rate of interest has been fixed at 7½% p.a. and that the interest payable on the relevant Interest Payment Date, January 15, 1987, against Coupon No. 13 in respect of U.S.\$4,000 nominal amount of the Notes will be U.S.\$144 - 39.

July 15, 1986, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

**U.S.\$75,000,000**  
**The Bank of New York  
Overseas Finance N.V.**  
(Incorporated with limited liability in the Netherlands Antilles)

Guaranteed Floating Rate Subordinated  
Notes due January 1996

Unconditionally Guaranteed, on a Subordinated Basis, as to

Payment of Principal and Interest by

The Bank of New York Company, Inc.  
(Incorporated in New York, USA)

Notice is hereby given that the rate of interest has been fixed at 6½% p.a. and that the interest payable on the relevant interest payment date, October 15, 1986, against Coupon No. 11 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$172 - 50.

July 15, 1986, London  
By: Citibank, N.A. (CSSI Dept.), Reference Agent

**U.S.\$200,000,000 Guaranteed Floating Rate Notes  
Repayable at the Option of the Holder or on Commencing October 1982**

Citicorp Overseas Finance  
Corporation N.V.

(Incorporated with limited liability in the Netherlands Antilles)

Unconditionally guaranteed by

CITICORP

Notice is hereby given that the rate of interest has been fixed at % and that the interest payable on the relevant interest payment date, October 15, 1986, against Coupon No. 26 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$177 - 29.

July 15, 1986 London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

## INTERN COMPANIES AND FINANCE

Weak dollar  
hits Audi in  
first half

By our Financial Staff

AUDI, part of the West German Volkswagen group, has improved sales to DM 5bn (\$2.29bn) in the first half of 1986, against DM 4.9bn a year earlier. Higher domestic sales were offset by lower exports, the group said.

Mr Wolfgang Habel, managing board chairman, did not give group profit figures for the half year, but said he was "generally satisfied" with developments.

Speaking at the annual meeting, Mr Habel said "Audi sales in West Germany have picked up significantly in the past months." He cited the 10 per cent rise in domestic deliveries to 82,000 cars in the six months, up from 74,000 cars a year earlier as proof.

But the positive trend in markets abroad, he said, Deliveries of new Audi cars in other European countries were 6½ per cent lower, totalling 69,000 units in the six months, compared with 73,000.

Exports to the US declined as the dollar weakened. Mr Habel forecast 1986 sales of "more than DM 10bn" which would be up from the DM 8.5bn of 1985. But he said profit on the year would not surpass the 1985 total of DM 221m.

The Bank of Nova Scotia  
U.S.\$200,000,000 Floating Rate  
Debentures Due July 1994

For the six month period  
14th July 1986 to 14th January 1987  
the Debentures will bear an interest  
rate of 6½% per annum with a  
Coupon Amount of US\$354.38  
payable 14th January 1987.

Bankers Trust  
Company, London Agent Bank

The Debentures, which are  
convertible into United com-  
mon stock and redeemable after  
seven years, would have a  
15-year maturity and pay 5 per  
cent interest. Their value would  
be determined by the four  
banks' book value at the closing  
date.

In addition, United would  
make a second note issue to  
bring the aggregate capital of  
the four banks up to the regula-  
tory minimum of \$15m.

The deadline for obtaining  
the approval of the Federal Deposit  
Insurance Corporation, which  
would then have first claim on  
the proceeds of the zero-coupon  
notes, is July 21.

Dainippon in talks with  
BASF to buy ink maker

BY DAVID BROWN IN FRANKFURT AND YOKO SHIBATA IN TOKYO

DAINIPPON INK, the Japanese group which recently made a bid for Sun Chemical, the biggest US printing ink producer, may acquire Hartmann, a West German based printing ink company.

It is negotiating with BASF, the big German chemical group which acquired Hartmann last

year following the take-over of Immont, a subsidiary of United Technologies of the US.

A formal contract is expected to be signed possibly later this month.

The purchase of Hartmann would boost Dainippon's annual printing ink sales to about Yen 5bn (\$46m), making

it the world's biggest ink maker, the company said.

Hartmann has several operations in Europe, notably in Germany, Britain, the Netherlands, Sweden, France and Belgium.

Under the terms of the letter of intent, BASF is to keep the Hartmann name and trademark

in France, Belgium and Ireland.

BASF's acquisition of the Immont printing ink and paints group gave it a leading position in supplying paints to the US car industry, and set the stage for a strategically important assault on the Japanese market.

Under the terms of a West German Cartel Office ruling, BASF was obliged to dispose

Philips sets up  
Swiss compact  
disc venture

PHILIPS WILL form a joint venture with Willi Studer, of

Switzerland, to research professional studio systems based on compact disc (CD) technology.

The big Dutch electronics maker said it would hold 50 per cent of a new joint venture with Studer, an electrical engineer.

The venture would be based in Rapperswil, Switzerland, and would be known as Studer & Philips CD Systems.

Philips said the joint venture would develop digital compact disc players and recording equipment for radio, television and sound recording studios.

The Studer joint venture is expected to have an annual turnover of Fl 60m-Fl 70m (\$28.5m) by about 1992.

Dallas bank agrees sale  
of four loss-making units

BY MARY PRINGS IN DALLAS

BANCTEXAS GROUP, the

debt-ridden Dallas-based bank

holding company, which last

month signed a letter of intent

to sell its ninth Texas banks to

Mr Gerald J. Ford's investment

Group, has reached a further agreement with United

Bankers for the sale of its four

loss-making Houston banks.

United Bankers is an independent bank group based in Waco, Texas, with nine banks

and \$767m in assets.

Like Mr Ford's proposal,

United's offer is contingent on

substantial financial assistance

from the Federal Deposit

Insurance Corporation, which

would then have first claim on

the proceeds of the zero-coupon

notes.

The company has applied to the Ontario Pension Commission to release the funds. Such rulings usually take about one month. Other major flagged companies have recently made similar applications of their businesses and a sharp reduction in manpower.

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FINANCIAL TIMES

Notice  
U.S. \$75,000,000

IC Industries  
Finance Corporation

Guaranteed Floating Rate Notes  
Due 1991

In accordance with the provisions of the Notes, notice is  
hereby given that for the interest period from July 15, 1986 to January 15, 1987 the Notes will carry an interest  
rate of 7½% per annum. The interest payable on the  
relevant interest payment date, January 15, 1987 against  
Coupon No. 15 will be US\$36.10.

By: The Chase Manhattan Bank,  
National Association, New York

Fiscal Agent

CHASE</

## INTL. COMPANIES and FINANCE

**BHP's earnings top A\$1bn mark**

BY MARK WESTFIELD IN SYDNEY

**BROKEN HILL PROPRIETARY** (BHP), Australia's largest company, has become the country's first to achieve annual net profits of more than A\$1bn, although it took extraordinary gains of A\$24.7m toudge earnings past this threshold.

Expectations generated during the exhaustive takeover bid for BHP by Mr Robert Holmes à Court, the Perth entrepreneur, were for an earnings figure comfortably exceeding A\$1bn.

However, a sharp downturn in the final quarter result, in particular from its petroleum division, produced net profits for the year to May of A\$983.2m, after a minority interest of A\$18.27m.

The company made A\$180.4m in the quarter, compared with the A\$168.2m expected.

BHP Petroleum, the oil and

gas division, earned a profit in performance of A\$752.6m.

BHP's net profit before deducting minority interests and excluding the extraordinary gain was A\$1.006bn, on a 18.7 per cent rise in sales to A\$8.5bn.

Earnings were hindered by a 26.3 per cent tax increase to A\$87.42m, a 21 per cent rise in depreciation to A\$681.18m, and a 14 per cent rise in interest costs to A\$18.27m.

But the main reason for the shortcoming was a final quarter result for the year which fell 3 per cent below the figure being confidently predicted during the heat of Mr Holmes à Court's partial bid four months ago.

The company made A\$180.4m in the quarter, compared with the A\$168.2m expected.

BHP Petroleum, the oil and

gas division, earned a profit in the quarter of A\$752.6m—A\$6m less than predicted and 61 per cent lower than the previous comparative figure.

Mr Brian Loton, managing director, was relaxed and affable after the traumas of the Bell Resources and a searching inquiry by the National Companies and Securities Commission into BHP's Aspin purchase of a strategic cross-holding in Elders XL through redeemable preference shares.

He said the poor fourth quarter result was due almost exclusively to a higher than expected value for the Australian dollar between March and the end of May.

"The period was not representative," Mr Loton said, hinting that the value of the dollar during that period, of over 70

US cents, was too high for company which earns 50 per cent of its income in US dollars.

Mr Loton spoke of the possible addition of a fourth operating arm to its three main businesses of petroleum, minerals and steel, although he declined to specify what this might be.

He did reveal that the company planned to list its shares on the New York Stock Exchange in order to broaden its shareholder base. He said a "small" share placement might be made, but that was the only share issue being contemplated.

He added that the increase in the company's borrowings from A\$2.6bn to A\$5.4bn was "quite acceptable" because the gearing ratio was still on the conservative side.

**Nedbank acts to rescue Triomf Fertilizer**

BY JIM JONES IN JOHANNESBURG

**NEDBANK**, South Africa's third largest banking group, has taken emergency action to save Triomf Fertilizer, the troubled company which provides about one-fifth of domestic fertilizer requirements.

Triomf as a whole owes Nedbank about R350m (\$135.5m). About one-third of this amount, which is owed by Triomf's wholly-owned Richards Bay subsidiary, is to be written off, and Nedbank is to contribute a large part of the remainder

into permanent capital.

As a result the bank will hold 75.1 per cent of Triomf's voting shares, although Mr Gerry Muller, Nedbank's deputy chairman, was yesterday unable to give precise details of the financial restructuring proposals.

The Richards Bay subsidiary was placed in provisional liquidation yesterday and Triomf will in future operate only its Potchefstroom plant which sells a range of fertilizers

to South African farmers.

The plant at Richards Bay, which has the capacity to make an annual 400,000 tonnes of ammonium phosphate acid and di-ammonium phosphate (DAP) for export markets, had been operating well below full capacity for over a year in response to poor world demand for phosphate fertilizers.

It was returned to full capacity operation in March this year, but this served merely to enhance Triomf's cash flow as

company executives admitted that the plant remained unprofitable despite the considerable exchange rate advantages of a weak rand.

Last year Triomf suffered a loss of about R50m, although precise figures were not disclosed.

In May this year Nedbank refinanced itself with a R345m rights issue and said at the time that about R300m was needed to provide against unspecified doubtful debts.

**Forward gold sales boost Rand Mines group profits**

BY KENNETH MARSTON, MINING EDITOR

**THE SOUTH AFRICAN** gold producers in the Rand Mines group—with the exception of the veteran East Rand Proprietary Mines—have reported higher earnings for the June quarter. Helped by forward gold sales, the average bullion prices received have increased despite the lower domestic prices obtaining in the period.

Byronmines has raised its gold production with the aid of 1.5 million of ore drawn from the tribute areas on the Driefontein boundary. The total ore milled in the latest quarter comes out at 550,000 tonnes, against 498,000 tonnes in the previous three months, after the loss of 25,000 tonnes resulting from a wildest strike.

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**Former OTB chief jailed for three years**

By our Financial Staff

HONG KONG'S High Court yesterday sentenced Mr Patrick Chang, former managing director of Overseas Trust Bank (OTB), to three years in jail for conspiring to defraud the bank, which was subsequently rescued in a government bailout in June 1985.

Last Friday Mr Chang pleaded guilty to the charges. Meanwhile OTB is itself taking part in the rescue of International Trust and Finance (ITF), a troubled Thailand finance house. It is to provide 150m baht (\$US5.73m) and will own 49 per cent of the reshaped ITF, in which it previously held 22 per cent.

Harmony raised output in the June quarter and net profits benefited from a reduced tax charge arising from an increase in tax offsetting capital expenditure. ERPM, however, suffered from a fall in gold production as a result of a lower grade of ore milled and despite state "assurance," reports a net loss for the quarter.

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## INTL. COMPANIES and FINANCE

This announcement appears as a matter of record only.



**Nike, Inc.**  
**U.S. \$100,000,000**  
**Multiple Option Facility**

## Managers

The Bank of Tokyo, Ltd. • Banque Nationale de Paris  
 Canadian Imperial Bank Group • Commerzbank Aktiengesellschaft  
 The First National Bank of Chicago • National Westminster Bank Group  
 Golden State Sanwa Bank • Société Générale • Westpac Banking Corporation

## Tender Panel Members

Bank of America International Limited • Bank of Tokyo International Limited  
 Banque Nationale de Paris p.l.c. • CIBC Limited  
 Citicorp Investment Bank Limited • Commerzbank Aktiengesellschaft  
 County NatWest Capital Markets Limited • First Chicago Limited  
 Kidder, Peabody International Limited • Salomon Brothers International Limited  
 Sanwa International Limited • Seattle - First National Bank  
 Security Pacific Hoare Govett Limited • Shearson Lehman Brothers International  
 Société Générale • Westpac Banking Corporation

Arranger, Agent and Tender Panel Agent  
 Citicorp Investment Bank Limited

June 25, 1986

**CITICORP INVESTMENT BANK**

All of these securities having been sold, this announcement appears as a matter of record only.

**4,600,000 Shares****TEXAS AIR CORPORATION****Common Stock****Drexel Burnham Lambert**  
INCORPORATED**Kidder, Peabody & Co.**  
INCORPORATED**Merrill Lynch Capital Markets****Smith Barney, Harris Upham & Co.**  
INCORPORATED

May 1986

This announcement appears as a matter of record only.

**Denmark**  
**plans \$1bn**  
**Europaper**  
**programme**

By Peter Montagnon,  
Euromarkets Correspondent

DENMARK PLANS to launch a \$1bn commercial paper programme to complement its existing short-term borrowing facility in the US, Mr Niels Erik Sørensen, a senior Finance Ministry official, said in Copenhagen.

The Ministry has drawn up a shortlist of possible dealers and actual sales of paper should begin within the next two months.

The aim of the programme would be to add a new borrowing option, allowing Denmark to tap the Euromarket at times when it is cheaper than the US commercial paper market.

Access to short-term funds also adds flexibility to borrowing abroad by enabling Denmark to wait until the right market conditions materialise before launching longer-term capital market issues.

Denmark expects to maintain a total of \$600m to \$800m outstanding in Eurocommercial paper to establish its standing with investors and thereafter to issue more depending on need. Average outstandings on its US programme, for which Merrill Lynch and Morgan Guaranty are dealers, have been about \$300m since it was launched last August although peak borrowings have been some Dkr 38bn, Mr Sørensen said.

The programme will neither be rated nor specifically backed up by any government guarantee. Effective back-up is already available through the \$1bn facility arranged for Denmark by Manufacturers Hanover in 1984 as well as not official central bank reserves of Dkr 38bn and the central bank's credit facilities under the European Monetary System arrangements.

The plan forms part of a higher profile established by Denmark in the international capital markets this year, partly because of a slowdown in foreign borrowing by the private sector which ran up net capital imports of Dkr 37bn last year.

Mr Sørensen said the Kingdom now expects gross foreign borrowing to total some Dkr 27bn this year of which Dkr 11bn was raised in the first half. This figure includes planned early repayment of existing debt of Dkr 11.25bn.

One deal that is likely to be repaid early is the \$500m floating rate note led by Merrill Lynch in 1983 and carrying an interest margin of 1% per cent over London Interbank offered rates. This deal could be refinanced more cheaply either through the issue of a new floating-rate note or by borrowing in fixed-rate markets and swapping the proceeds, he said.

**Rush of issues**  
**in short-term**  
**sterling paper**

By Our Euromarkets Correspondent

UNIGATE, the food group, and Dixons, the High Street retailer, both announced £100m commercial paper programmes yesterday as a new flurry of activity hit the short-term sterling securities market.

Separately Chemical Bank said it had been mandated to arrange a £100m certificate of deposit programme for Tokai Bank believed to be the first such sterling facility for a Japanese bank.

Unigate said it sold £12m in one-month paper under its new programme, at a net cost to itself ranging from £1.05m (the mean of the bid and offered rate for sterling deposits) to £1.05m less 2 basis points. It had approached Lloyds Merchant, Midland, NatWest, Standard and Merrill Lynch to act as dealers.

Dixons, whose dealers are Barclays, Chase, Citicorp and UBS (Securities), expects to start issuing paper within the next two weeks. It will not seek a rating for its paper, unlike Unigate which has specifically obtained the top AA-PI rating for its issue from Moody's and Standard & Poor's, the two US credit-rating agencies.

Mr Stephen Crompton, Unigate group treasurer, said his company was a firm believer in the rating system. "No AA-rated paper has ever defaulted... We would have to pay more without the rating," he said.

Of the 10 companies to have issued sterling commercial paper so far, only Unigate, Lloyds and FCBM, the US transport concern, have ratings from both the leading US agencies. The only other rated issue is Royal Insurance which has a PI-rating from Moody's and is awaiting shortly a rating from Standard & Poor's.

In a parallel move Unigate is launching a \$36m commercial paper programme in its own name in the US market. This will replace an early \$6m programme operated with the support of a letter of credit from Barclays which is being wound down.

**Norway back to market**  
**with \$500m fixed-rate deal**

BY OUR EUROMARKETS STAFF

NORWAY, its balance of payments hit by falling oil prices and an over-heated economy, returned to the Eurobond market yesterday for the first time since 1979 with a \$500m fixed-rate issue on terms seen as aggressive by the market.

Merrill Lynch Capital Markets said it launched the issue at 25 basis points over US Treasuries, net of fees.

The five-year bullet bond had a coupon of 7½ per cent and were priced at 101½. Late in the day, they were bid at a discount to the issue price equal to or slightly wider than the 1½ per cent total commissions.

The terms were the tightest in the market for some time, and some dealers felt the spread over Treasuries should have been about 10 basis points higher. Nevertheless, the issue appears as the only US sovereign paper in the

market. Merrill said liquidity would be aided by the agreement of co-managers to quote the bonds with a quarter-point spread.

The issue was being swapped into floating-rate dollars to obtain funding below London interbank offered rates (LIBOR).

Norway has provision in its budget to raise an additional \$500m this year.

Prices of dollar straight Eurobonds were little changed, but sterling Eurobonds suffered from the pound's weakness.

Renfe, Spain's railway system, launched its first bonds without a government guarantee. The DM 625m floating-rate issue had long been expected in West Germany.

Led by Morgan Guaranty, the issue has a 7½ per cent spread over Libor and was issued within its total fees.

It has a 10-year maturity and is callable after five years.

Also in Germany, Hoesch International Finance made a DM 200m 10-year issue with equity warrants and an indicated coupon of 3½ per cent, led by Deutsche Bank. German bond prices recouped early losses to close unchanged. In Switzerland, prices were also unchanged.

Kumagai Gumi, the Japanese construction group, raised \$100m with a seven-year bonds with warrants deal guaranteed by Sumitomo Bank and led by Daiwa Europe. It has an indicated 3½ per cent coupon.

Burlington Industries, the US textile concern, issued \$75m of convertible bonds, led by Kidder Peabody International, with a 15-year maturity, a 7 to 7½ per cent indicated coupon and a conversion premium of 22 to 26 per cent.

**Inter-dealer audit system agreed**

BY ALEXANDER NICOL

A GROUP of inter-dealer brokers in the Eurobond markets have agreed in principle to a system of independent audits which would ensure that they trade only between dealers, and not with outsiders.

A proposal for an independent audit was put on Friday at a meeting of 120 market-making firms by Mr Stanley Ross, a managing director of Deutsche Bank Capital Markets. It was strongly backed and substituted for a proposal that identities of parties to deals done through brokers are disclosed.

After the meeting, the new suggestion was outlined to four broking firms, Gintel, Mabon

Nugent, MIKI and Purcell Graham. They agreed in "dealers who suspect us of dealing with end-customers might be disappointed."

The International Primary Market Association, which groups major European issuing houses, has clamped down on lead managers who recruit co-managers on the basis of pre-agreements to repurchase or reduce underwriting obligations. It has adopted a recommendation to its members that the practice is "inappropriate," saying it "may create a misleading appearance of broad market acceptance where in fact the issue may suffer from illiquidity or a concentration of brokers' position in the

## FT INTERNATIONAL BOND SERVICE

Listed are the 200 latest international bonds for which there is an adequate secondary market. Closing prices on July 14

US DOLLAR	Yield	Rate	Change	Yield	Rate	Change	Yield	Rate	Change
America, Cr. 9½-10	—	—	—	—	—	—	—	—	—
Athen, Rediff. 10½-10	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
Australia Com. 11½-12	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
Austria, Cr. 9½-10	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
BP Capital 9½-9	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
BP Capital 11½-12	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
Canada 11½-12	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
CEPAPE 10½-11	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
Chile 10½-11	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 11½-12	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 12½-13	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 13½-14	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 14½-15	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 15½-16	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 16½-17	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 17½-18	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 18½-19	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 19½-20	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 20½-21	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 21½-22	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 22½-23	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 23½-24	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 24½-25	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 25½-26	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 26½-27	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 27½-28	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 28½-29	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 29½-30	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 30½-31	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 31½-32	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 32½-33	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 33½-34	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 34½-35	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10
China 35½-36	228	10.5%	+10	228	10.5%	+10	228	10.5%	+10

## UK COMPANY NEWS

LARRY TAPP, the head of the biggest management buyout ever seen outside the US, reckons he could set up business as a consultant. "There are so many people thinking about leveraged buyouts of their own who want my advice," he says.

Nine months ago, Mr Tapp, and a team of 110 managers completed the £173m buyout of Lawson Mardon, one of Europe's leading packaging companies. From the international BAT Industries Management buyout were still something of a novelty in the UK, despite such pioneering examples as the £54m National Freight buyout three years before. The pace has since quickened, with both industrial managers and financial institutions busily informing themselves on how the process works.

BAT's auction of the company attracted bids from big rivals in the packaging industry, including Metz Bon and Jefferson Smith. Mardon's existing management beat the competition, and is now grappling with the consequences.

Mr Tapp and his colleagues are in no doubt about the main priority. "Cash flow," he says. "In a leveraged buyout, if you can't generate cash, it can't happen."

The cash raised came to a formidable £8650m (£340m), almost wholly from Canadian sources. Given that Mardon was a UK-based subsidiary of the UK-based BAT, the fact that the chairman, chief executive and major shareholders of the new group are all Canadian seems to say something about acceptance of something on this side of the Atlantic.

Mr Tapp was previously head of Lawson's Canadian subsidiary Lawson and Jones, which accounted for only 2 per cent of Mardon's worldwide sales of just over £800m.

"At the end of 1983," he says, "we began to get inklings—management training conferences, for instance—that BAT was going to divest. In June and July of 1984, we ran some numbers through on the feasibility of a strictly Lawson & Jones buyout."

In January last year, that plan collapsed. Mr John Worridge, BAT's main board director in charge of Mardon, rang Mr Tapp to tell him the business was to be sold as a single entity.

"We were disappointed," Mr Tapp says, "but we still came over to London to talk about it with Lazarus, the merchant bank handling the sale. Before doing that, I had contacted some people in Canada to ask for support."

## Cash lessons of a £173m buyout

By Tony Jackson



Mr Tapp's first contact was Charles Parmalee, a Canadian friend whom he had met 25 years before. A Toronto University night class on mergers and acquisitions, Mr Parmalee was a director of Lawson & Jones, and also on the board of Roman Corporation, a Canadian mining company run by a prominent Canadian entrepreneur, Mr Stephen Roman.

Mr Tapp had decided to go for the whole of Mardon. "With one jump," Mr Parmalee says, "he was tripling the scale of what he was trying to do. He called me in Athens to see if Roman would back him."

Roman, which eventually took a 49 per cent stake in the business, is a public company. When Mr Tapp came to grips with BAT, this led to a problem. "We couldn't let people know Roman was involved," Mr Tapp says. "BAT wanted to know who our equity partners were. I said OK, provided I got a letter from Pat Sheehy (BAT's chairman), saying it was confidential. I never got the letter, so we never told them."

There was also the matter of convincing BAT that the consortium would come up with the cash. Mr Tapp had engaged the services of Merrill Lynch, and Citibank acknowledged as one of the North American experts in leveraged buyouts. "I brought the president of Citibank Canada in to BAT to tell them the cash was there," Mr Tapp says. "That gave us credibility."

In the UK as in Canada, a leveraged buyout on this scale was a novelty. Mr Tapp brought 45 of Mardon's UK managers into the buyout, in addition to the 65 he had marshalled in North America. UK investors, though, were a different matter.

"We talked to potential buyers in the UK," Mr Tapp says, "but they didn't really know what it was about. Leveraged buyouts were something they'd heard of only in a US context."

Once the deal was through, there was an immediate concentration on the debt management and ways of reducing and rescheduling it. Of the £8650m handed over at the end of last August, \$200m has already been paid off or converted into equity and fixed rate debt.

Mr Howard Webber, head of the UK end of the company, says: "Initially, all our borrowing was variable rate. Any management buyout is vulnerable to a rise in interest rates, and refinancing on both sides of the Atlantic was a priority."

Next came the question of generating cash flow to drive the deal.

the debt down. This meant, Mr Webber says, working within tighter financial constraints and BAT wasn't loose by any standards."

Mr Tapp is quite clear on where the extra tightness comes from. "When you've got 110 people who've borrowed and mortgaged everything to buy stock, it focuses their attention. My secretary knows about cash flow these days, and we all spend a lot of time understanding the components of working capital and which levers to pull."

As another way of reducing debt, several bits of the business have already been sold off—one, suitably enough, to yet another management buyout. Mr Webber says: "You have to get rid of the peripheral bits. When your capital resource is scarce, you do not want to spread it too thinly. You have to concentrate it in businesses which will generate good profits."

Scope for squeezing cash out of the business was limited by the previous efficiency of the BAT regime. "There was not a layer of overheads we could take out," Mr Webber says. "Any services we had from BAT we paid for, and if we did not like them we turned them down."

In any case, cash generation is not the only objective, merely the most pressing at this early stage. Beyond that lies a separate objective—bringing Lawson Mardon to the stock market. As Mr Webber says: "To go public it's not enough just to squeeze down on cash—you need a track record on profits, and you have to build a case for that record continuing. That means not just a good portfolio of businesses, but good new products in the pipeline."

Mr Tapp and Mr Parmalee concede that the question of flotation is a delicate one. "My objective is to have the balance sheet in shape by 1988," Mr Tapp says, "but going public depends totally on the market. We may be ready in 1988, and the market not."

Mr Parmalee says: "It's a question of when it becomes sensible to widen the equity base. For Roman Corporation, there isn't any urgency to sell. I don't think any of the major investors went into this for a quick flip—they would have been easier things to do."

All that, in any case, is two years away. Present preoccupations are more short-term. If Larry Tapp were a buyout consultant, he'd be in no doubt about the advice he would give to clients. "The one thing I'd tell them is—they've got to generate cash."

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 A MEMBER OF THE GOLD FIELDS GROUP

(Registration No. 01/01124/06)

ISSUED CAPITAL: 16 842 721 shares of 50 cents each

Quarter ended	Quarter ended	Six months ended
30 June 1986	31 March 1986	30 June 1986

OPERATING RESULTS (Tons 000)	2 285	2 781	5 166
Total mined	2 285	2 781	5 166
Tons sold	2 179	2 290	4 469
FINANCIAL RESULTS (R'000)			
Sales and other revenues	51 743	52 690	104 433
Cost of sales	37 915	39 004	76 919
Profit before tax	13 828	13 696	27 514
Tax	7 274	6 662	13 936
PROFIT AFTER TAX	6 554	7 024	13 578
Capital expenditure	1 284	2 627	3 911
Dividend	8 431	—	8 431

NOTES:

1. Capital Expenditure: The unexpended balance of authorised capital expenditure at 30 June 1986 was R132 million.
2. Dividends: A dividend (No. 146) of 50 cents per share declared on 12 June 1986 is payable to members on or about 6 August 1986.

On behalf of the board

P. R. JANISCH : Directors

A. M. D. GNDDE : Directors

14 July 1986

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## UK COMPANY NEWS

### Coloroll wins battle for Potteries

BY DAVID GOODHART

Coloroll, the acquisitive home furnishings group, has finally won control of Staffordshire Potteries, the ceramics company it first bid for last March.

Coloroll won agreement from the Staffordshire board after a marked improvement to its "final" offer a fast April and also yesterday announced a one-for-four rights issue to raise £12.9m.

The offer of four new Coloroll shares for every five Staffordshire share at about 156p and the whole company at £15.1m. However, after the last bid attempt, Coloroll was left with about 48.5 per cent of the

Staffordshire share capital for which it paid an average of 143p a share—the total cost of winning control was therefore £13.8m.

Nevertheless, Staffordshire has certainly squeezed a significant increase out of Coloroll. The final offer in April valued each share at about 135p and the cash alternative was 133p. Yesterday's cash alternative was 134p.

The earlier stages of the bid were surrounded in acrimony. Coloroll appeared to have won agreement from Staffordshire to its first bid in March only for that deal to fall apart when some of the Staffordshire board

complained of the domineering attitude of Coloroll's senior managers.

Although Coloroll—a fast-growing and popular company—had been expected to win control after the offer was increased in April, the Staffordshire board just managed to hold them off.

Subsequently Coloroll made clear it was not going to give up easily and as well as contending to buy Staffordshire shares acquired one of its main rivals in the ceramic field, Biltoes, for 25.1m.

Mr John Ashcroft, the Coloroll chairman, said yesterday: "I think Staffordshire finally realised we were serious

about ceramics after the Biltons acquisition." He added that—despite the bad feeling in the early part of the battle—he was looking forward to working with all the Staffordshire staff.

Coloroll has already received irrevocable undertakings from enough Staffordshire shareholders to take its holding to over 50 per cent.

The Coloroll share capital is being expanded by over one-third taking into account the 7.8m shares from the rights issue and the 4m that may be issued for the latest take-over. The price yesterday slipped 2p to 20p, Staffordshire rose 10p to 153p.

### Approaches to some United Real members

By Charles Batchelor

United Real Property Trust, the property investment and development company, has had some of its shareholders received approaches to sell their shares which might lead to an offer being made for the entire company.

United's share rose 15p yesterday to 840p, to value the group at £100.8m.

It made a virtually unchanged pre-tax profit of £2.57m in the six months ended October 1985.

United owns offices in London, Birmingham and Sydney, Australia.

The company's main shareholders are Samadar Holdings SA (51 per cent), representing the holding of the former chairman Mr Maurice Wohl; L. A. Wheeler, I. R. A. McCallum and P. G. Brown jointly as trustees (13 per cent); and the Co-operative Insurance Society with 10 per cent.

### Questel

First-half pre-tax profits up from £235,000 to £450,000 are reported by Questel, the USM designer and maker of telecom communication systems. For the half year to end April, turnover rose to £1.73m (£1m). Earnings were 6.4p (4.5p) and there is an interim dividend of 2.2p net. Last year there was a single payment of 2.2p.

Hampson Industries has contracted to buy for a maximum \$398.538 (£292,704) cash between 20 and 25 per cent of New Jersey based maker and distributor of machinery parts to the glass container industry.

### Laura Ashley ADR facility

By CHARLES BATCHELOR

Laura Ashley, the fashion and design group, has established an American Depository Receipt (ADR) facility to make it easier for private US investors to buy in its shares.

The company, which obtained a full London stock market listing last November, is believed to be the first British group to list its shares in ADR form since the British government proposed a tax-inentially 5 per cent but later reduced to 12 per cent on ARDs.

Laura Ashley already has

about 1,000 US shareholders, mainly institutions but wants to win more private US shareholders, Mr Peter Phillips, finance director, said. The company makes 42 per cent of its sales and has more than 90 outlets in the US.

The ADRs will be traded on the over-the-counter (Nasdaq) market. Each ADR will represent five shares. The depositary agent is Irving Trust Company of New York.

About 600 non-US companies have their shares listed in ADR form. ADRs are priced in

dollars and give US investors a convenient means of owning shares in overseas companies. They allow non-US companies to comply with regulations requiring foreign companies which want their share traded on a US Stock Exchange to have a place of transfer in the US. This is provided by the bank issuing the ADRs.

Lauding overseas companies with their shares listed in ADR form include Philips Lamps, Glaxo, Nissan and Reuters Holdings.

### Myson strikes deal and lifts terms for Biddle

By LIONEL BARBER

Myson, the UK heating and ventilation engineer, has raised its offer for Biddle Holdings, the lifts and heating group, to 57.4p, with the support of a French company.

Myson has agreed to offer Montenay SA of France an option to buy Biddle's lift subsidiary, Bennie. The agreement depends on Myson's offer going unconditional.

The Biddle battle between Kone and Myson has flared for the past six weeks. Earlier this month Kone matched Myson's 56.9p offer.

Now Montenay, a large maintenance group and subsidiary of Compagnie des Eaux, is in effect waging a battle with Kone over Biddle's lift business.

Myson yesterday urged Biddle shareholders to vote against the proposed sale of the heating business. Biddle shares rose 5p to close at 178p.

director and son of the chairman.

The proposed sale by Kone to Biddle interests (who control a combined 54.9 per cent of the company) is subject to approval by Biddle shareholders at a meeting on Friday this week.

Myson advisers, Morgan Grenfell, are offering 185p cash on behalf of Myson for every ordinary share in Biddle. The preference offer is subject to the offer going unconditional.

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Myson only wants the heating business. Yet Kone has agreed to sell it to Mr Anthony Biddle, a Biddle

### TV-am share sale made £7m for Utd. News.

United Newspapers said yesterday that the sale of its holding of 11.6m shares in TV-am to its own directors had produced an increase in net assets of about £7.2m, after providing for an estimated £5m tax liability.

The shares were sold at 130p a share, raising £13.8m after expenses but before capital gains tax. The shares were represented in United's balance sheet on December 31 at about £3.6m.

### Rank deal approved

The Government has decided, in accordance with the advice of the Office of Fair Trading, not to refer to the Monopolies Commission the agreed acquisition by Rank Organisation of Leisure Group's 65 bingo halls and 42 high street amusement centres.

**Comment**

Stripping off an extra week, Greene King's profit rose by 16 per cent last year. That may seem a reasonable enough rate of growth in comparison with the latest inflation figures of well under 3 per cent still ringing in the ears but it is not the sort of performance that can arrest the relative decline of the shares in any meaningful way. Since the price touched over 260p in December 1983 the stock has underperformed the market by over 68 per cent. Not that Greene King is doing anything particularly wrong. It is simply that what it is doing does not fire investor imagination. Volume is creeping up with the help of stronger larger sales and there is a continuous refurbishment programme. Solid stuff, but shareholders may not be quite content with the company feeding several million pounds into Butterfly Hotels, where ownership is just 30 per cent, as the obvious area of diversification. A p/c of under 12 historic at 210p argues that even the bid hopes have gone flat.

**Comment**

On the last day of the financial year Ellis & Everard acquired Cargo Fleet Chemicals (Holdings) and its profits would be consolidated from May 1986. The integration of Cargo was proceeding, and the resultant benefits would accrue during the current year.

**Comment**

Ellis & Everard has a one-fifth drop in its tax charge to thank for earnings growth of 26 per cent in an otherwise flat year. The drop was two-thirds due to the Chancellor's lowering of corporation rates and a third due to the exploitation of "double dip" tax arrangements on UK loans. While UK chem-

ical merchanting showing modest improvement and is looking to gain market share in a mature market, the US operations have been more mixed. AICC, fully-owned as of May 1, has successfully completed its earn out but at Prillaman there could be

more to come if the group's plans to

expand in the US are successful.

Prillaman opened a new

depot at Charlotte, North

Carolina, which got off to a

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Tax took £1.86m (£1.61m)

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ing of corporation rates and a

third due to the exploitation of

"double dip" tax arrangements

on UK loans. While UK chem-

ical merchanting showing modest

improvement and is looking to

gain market share in a mature

market, the US operations have

been more mixed. AICC, fully-

owned as of May 1, has success-

fully completed its earn out but

at Prillaman there could be

more to come if the group's

plans to expand in the US are

successful.

Prillaman opened a new

depot at Charlotte, North

Carolina, which got off to a

successful start.

Tax took £1.86m (£1.61m)

and minorities £51,000 (£54,000).

On the last day of the financial year Ellis & Everard acquired Cargo Fleet Chemicals (Holdings) and its profits would be consolidated from May 1986. The integration of Cargo was proceeding, and the resultant benefits would accrue during the current year.

**Comment**

Ellis & Everard has a one-

fifth drop in its tax charge to

thank for earnings growth of

26 per cent in an otherwise flat

year. The drop was two-thirds

due to the Chancellor's lower-

ing of corporation rates and a

third due to the exploitation of

"double dip" tax arrangements

on UK loans. While UK chem-

ical merchanting showing modest

improvement and is looking to

gain market share in a mature

This announcement appears as a matter of record only

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**Multi-Option Tender Panel Facility for**

**CLUB 24 LIMITED**

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Participants in Standby Facility

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Central Trustee Savings Bank Limited      Credit Lyonnais, London Branch      The Long-Term Credit Bank of Japan, Limited, London Branch  
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Tender Panel Agent

**BARCLAYS NOTES TEAM**

Tender Panel Members

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Phillips & Drew      N.M. Rothschild & Sons Limited, Manchester Office      The Royal Bank of Canada      The Royal Bank of Scotland plc      The Sanwa Bank, Limited  
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Swiss Bank Corporation      Toronto Dominion International Limited      Union Bank of Switzerland**

## UK COMPANY NEWS

## Cookson invests £40m in US ceramics venture

BY LIONEL BARBER

**Cookson**, the industrial chemicals group, is to invest US\$37.5m (£23m) in cash, buying a 50 per cent stake in a major US specialist ceramics manufacturer.

Cookson has entered a joint venture with **Georgetown Industries**, a private steel producer based in Charlotte, North Carolina, to buy **Vesuvius Crucible**, a privately owned company based in Pittsburgh.

Each of the prospective owners will provide an equal amount of capital to the joint company, but after June 1989 Cookson has an option to buy out Georgetown's interest.

The price will be the same as that paid by Georgetown, adjusted for any increase in Vesuvius's shareholders' funds at the date of the option being exercised.

Vesuvius specialises in making high performance ceramic refractories for use in the protection and flow control of

molten steel in the continuous casting process.

Some three-quarters of Vesuvius's sales are outside the US. The group employs 1,100 people at three plants in the US and five in Europe located in Scotland, Belgium, France, West Germany and Italy.

In 1985, Vesuvius made \$14.2m profits before tax. For the five months to May 1986, unaudited figures show pre-tax profits rising to \$8m. Shareholders' funds at the end of 1985 stood at \$67.2m and borrowings at \$1.2m.

Cookson, formally known as **Lead Industries**, made \$27.6m pre-tax profits on \$267.3m in 1985. In the past two years it has recovered strongly. The group uses such refractory raw materials as rutile, ilmenite and zircon, which end up in a range from lithographic plates to pewter tankards and pottery kilns.

Mr Ian Butler, Cookson chairman, described Vesuvius as a world leader in specialist refractory products which account for 70 per cent of its sales. Other interests include clay graphite crucible products, slide gate mechanisms and fused silicon products.

Mr Butler said that steel manufacturers outside Japan and South Korea had still to convert to the more efficient continuous casting process.

Vesuvius's expertise offered Cookson a chance to occupy a strong competitive position in a niche growth market, he said.

Last year, Cookson paid \$45m for Frank Horsell, a privately-owned lithographic plate maker soon after Horsell announced plans for a Stock Exchange listing. Last May, it paid \$16m for **Loyland Metal**, one of the UK's largest recyclers of aluminium.

## Revitalised Ratners doubled at £4.3m

**IN LINE** with estimates made in April at the time of its £3.9m rights issue, **Ratners** (Jewellers) yesterday reported a doubled pre-tax profit of £2.28m for the year ended April 6 1986. Turnover, as forecast, reached £44.9m, against £32.8m.

Mr Gerald Ratner, the chief executive, said the results reflected the benefits of having taken over the Ratners trading formula.

The Ratners success is built round a shift towards fashion jewellery and away from the more expensive so-called "investment" jewellery. The aim is to sell to a public more interested in looking like Madonna than like Elizabeth Taylor. Gerald Ratner believes he can work his transformation on H. Samuel and take its market share from competitors rather than from Ratners stores. This year, merely by eliminating the loss-making first quarter, H. Samuel should add £8m for its nine months contribution. Extra shop openings should push the Ratners and Terry's contribution to £7m, assuming only modest volume growth.

The extension of its product range to popular priced jewellery, accompanied by an aggressive sales approach, had enabled the group to increase sales per shop substantially.

Last May, Ratners announced an agreed £160m merger with H. Samuel, a High Street jeweller, and Mr Ratner said yesterday he looked forward with confidence to the success of the enlarged Ratners group.

In the current year, sales had moved ahead significantly and margins had been maintained throughout the group.

Terry's was trading above expectations and a steadily increased contribution was expected as this part of the group expanded from its south-east base.

The H. Samuel acquisition had increased the number of group outlets from 152 at April 6, 1985, to 250. A further 40 openings of Ratners and Terry's shops, funded from the rights issue proceeds, would take the total number of outlets to around 300, prior to the Christmas season.

### • comment

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### BOARD MEETINGS

The following companies have notified dates of board meetings in the Stock Exchange. Such meetings are usually held quarterly and are not dividend. Official indications are not available as to whether the dividends mentioned will be paid and the subdivisions shown below are based on last year's timetable.

**TODAY**

- Interim—**Vantage**, Applied Holographics, Brimley Group, Shipton HAT, International Leisure, 10th L. Israel, F. H. Loyd, Tiptoe, Wyke.
- AIM ..... July 22
- Burford ..... July 25
- CASIO ..... July 25
- Castrol (Alfred) ..... July 25
- Rest Tech Control ..... July 25

### DIVIDENDS ANNOUNCED

	Current	Date	Corre-	Total
	Payment	of	spending	last
	payment	div	year	year
Crown House	4.5%	Oct 1	4.5%	7.9
Deutsche Elect	int 1.25%	Oct 1	1.25	3.7
George Dev	int 2.3	Sept 26	2.3	6
Edis & Everard	4	Sept 25	3.84	5.51*
Evele	1.04	Sept 25	0.94	3.22
Greens King	3.89	Oct 1	3.88	4.87
Hallite Trust	7	Oct 1	6	10
Hawthorn Trust	0.65%	Oct 1	0.625	1
Macmillan	int 1.25%	Oct 15	1.25	2.2
Sekiro Ltd	1.65	Oct 12	1.4	5
Textured Jersey	2.75	Oct 1	2.25	5
United Leasing	2.5	Oct 3	2.2	3.6

Dividends shown in pence per share except where otherwise stated. \*Equivalent after allowing for scrip issue. +On capital increased by rights and/or acquisition issues. †USM stock. §Unquoted stock.

### Company Notices

Team Investments B.V. in the course of changing its name to

### BARINGS B.V.

US\$ 100,000,000

Guaranteed Floating Rate Capital Notes due 2001

Payment of principal and interest guaranteed by

BARINGS PLC



In accordance with the provisions of the Notes, notice is hereby given that for the interest period from July 15, 1986 to January 15, 1987 the Notes will carry an interest rate of 6.1% p.a.

The interest payable on the relevant interest payment date, January 15, 1987 against Coupon No. 2 will be US\$31.39 per Note of US\$10,000.

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for

### COMPANY PRESIDENTS

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A galaxy of speakers will include political leaders, philosophers, creative artists, medical advisers, financial experts, PR specialists and the élite of the international VIP business community.

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The fee for the ten-day Symposium, including accommodation in a first-class hotel of the highest standards of comfort, and other valuable benefits is US\$40,000.

Cheques will only be cashed if the interested is nominated. To register your interest in participating, as delegate, in the International Cultural Management Symposium please write to:

Box F6846, Financial Times  
10 Cannon Street, London EC4P 4BY

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To The Secretary: Brown & Tawse Group PLC, PO Box 159, London E3 3JQ.  
Please send me a copy of your 1986 Report and Accounts.

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London Branch  
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National Westminster Bank PLC  
The Sumitomo Bank, Limited  
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CHARTERHOUSE BANK LIMITED

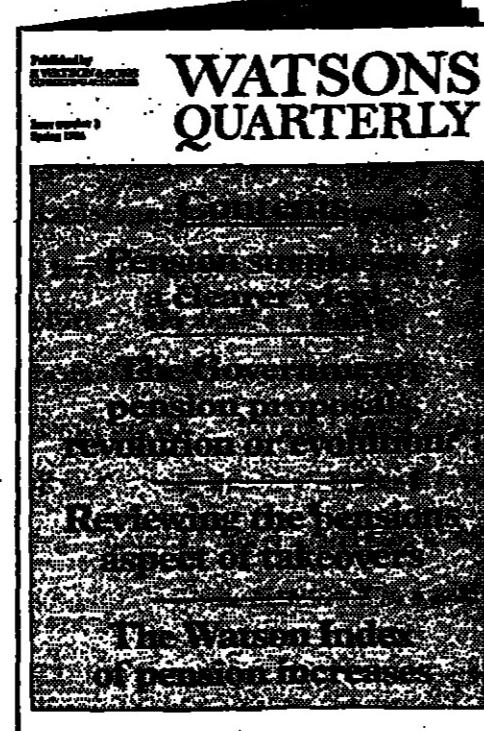
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**WHAT DOES WATSONS SAY?**

The current issue of this authoritative pensions review is now available.

Watsons Quarterly is a regular review containing impartial comment on current pensions issues. It is produced by R Watson & Sons, one of the country's largest independent firms of consulting actuaries. If you would like to receive this and future issues of Watsons Quarterly, please write to Russell Smith at Watson House, London Road, Reigate, Surrey RH2 9PQ or telephone: 07372 4144.

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### PROVINCE OF QUEBEC SCAN 50,000,000 16.75% 1982-1988

We inform the bondholders that in accordance with the terms and conditions of the notes, the Province of Quebec has elected to redeem all of its outstanding notes on September 1st 1986 at 101 %.

Interest on the said notes will cease to accrue September 1st 1986.

The notes will be reimbursed, coupon nr. 5 due September 1st 1987 attached according to the terms and conditions of the notes.

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French TRIM 1982-1987

US\$10,000,000 EACH DUE TO

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OF US\$10,000 EACH

THE HOLDERS OF THESE NOTES

ARE NOTIFIED THAT THE

NOTES WILL BE PAID ON JULY 22, 1986

AT 3 P.M. FOR THE HOLDERS OF

US\$10,000 EACH

AT 3.30 P.M. FOR THE HOLDERS OF

US\$10,000 EACH

TO THE HOLDERS OF THE NOTES

WHICH ARE HELD IN THE NAME OF

THE BONDHOLDERS OR IN THE NAME

OF THE PERSONS TO WHOM THEY

WERE ISSUED OR FROM WHOM THEY

WERE ACQUIRED.

THE BONDHOLDERS OR THE PERSONS

TO WHOM THEY WERE ISSUED

OR ACQUIRED MAY NOT BE THE

OWNER OF THE NOTES.

THE BONDHOLDERS OR THE PERSONS

TO WHOM THEY WERE ISSUED

OR ACQUIRED MAY NOT BE THE

OWNER OF THE NOTES.

THE BONDHOLDERS OR THE PERSONS

TO WHOM THEY WERE ISSUED

OR ACQUIRED MAY NOT BE THE

OWNER OF THE NOTES.

THE BONDHOLDERS OR THE PERSONS

## UK COMPANY NEWS

**Crown House forecast beater with £7.2m profit**

BOTH MAIN trading divisions—tableware and engineering services—contributed towards a pre-tax profit increase at Crown House for the year ended March 31, 1986. The dividend is lifted from 7p to 7.9p net.

The group yesterday announced a profit of £7.16m. This compares with net less than £6.8m for the December rights issue and with £6.16m achieved in 1984-85.

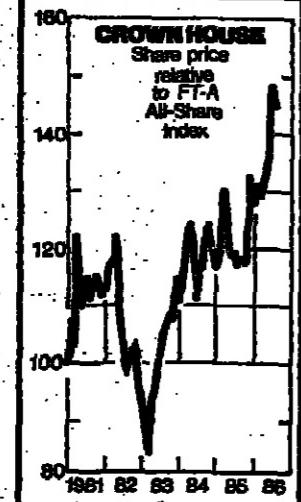
The final dividend is 4.5p, against 4.75p declared in December.

In tableware, turnover rose 17 per cent to £47.9m and profit by 21 per cent to £2.78m, while turnover in engineering advanced 24 per cent to £14.7m and profit by 8 per cent to £4.28m. Turnover attributable to the UK stayed at 77 per cent, but North America improved from 8 to 13 per cent.

Mr Patrick Sige-Partington, chairman, said the demand for group engineering services, particularly in UK contracting, was at an unprecedented level though conditions remained fiercely competitive. Nevertheless, he said, this was a most encouraging feature of the present market situation.

Demand for tableware was slack in some areas of the home business, partly due to the reduction in the number of overseas visitors. He was optimistic that the important Christmas period would see a high demand for gift and tableware products.

Unless any exceptional opportunity should arise to make an acquisition, the board intended to concentrate expansion by organic means in the immediate



future. Overall, prospects looked encouraging, the chairman reported.

Group turnover in the year came to £202.3m (£86.5m) and operating profit to £7.6m (£5.2m). Net interest paid was £42.000 (£134,000). After tax, net profit was £21.8m and minorities £7.16m (£16.000), the net profit was £4.5m (£3.18m) for earnings at 17.7p (12.5p).

At the half year, the decision was reported to withdraw from overseas contracting operations; also, a £1.5m extraordinary provision had been made in addition to the £1.5m provided in the 1984-85 accounts.

All the group's operations in South Africa had been sold. Since the year end all work in Egypt and the United Arab

Emirates finished and the remaining work in Trinidad and Oman will be completed shortly. Closure operation costs could not be calculated, but it was considered unnecessary to make further provisions in the 1985-86 accounts above the £2.7m provided to date.

**• comment**

The petrol forecast war, give-away glasses and so on, held Crown House's bottom of the range tableware sales last year. Clearly, "There's rubbish that sells and rubbish that don't and some you can only give away" to quote one industry analyst. Nevertheless operating profits were up a fifth. There was also some fairly free spending—gone already are the £1m net proceeds of December's rights issue plus another £5m in cash to leave the group fully geared (17 per cent) as opposed to the £2.5m net cash of a year ago. The earnings growth for 1985-86 is only minimally affected by the late in the financial year rights move. However, Crown has quite a lot to do on its expanded capital to avoid the appearance of standing still. On the engineering front, 1985-86 has seen the end of overseas work and demand for plant, which is strong at home. The George Butler acquisition, which has absorbed the major part of 1985-86's £12m cash consumption, should only wash its face this year and it will be 1987-88 before any sizeable contribution can be expected. On forecasts of £7.6m the shares, up 2p to 122p against a falling market, look comfortable on a prospective multiple of almost 12.

**Abaco paying £5m for estate agent**

By Charles Batchelor

Abaco Investments, the acquisitive financial services company in which British & Commonwealth Holdings has a 21 per cent stake, is paying £5.22m for Messenger May Saberstock, a chartered surveyor and estate agent.

Messenger has 10 offices in Surrey and Hampshire employing 185 staff and with 1985 turnover of £3.5m. It produced £541,000 of net profit available for distribution to partners last year and made a pre-tax profit of £363,000. Further substantial profit growth is expected this year.

This is Abaco's fourth acquisition in 1986 and comes less than a month after it bought Teplin and Harding Group, an insurance loss adjuster, for £12.2m.

In February Abaco made its first move into the estate agency business when it paid £2.2m for Bridgers, which had 25 offices covering an area adjoining that of Messenger.

Abaco has been acquiring professional partnerships across a broad range of financial services over the past three years. In 1983 it was created from Greencoat Properties, which was transformed by the injection of Brown Goldie, a finance and investment company run by Mr Peter Golding and Mr Cameron Brown, two former executives with Guaness Mahon.

Messenger and Bridgers will provide outlets for the mortgage broking services offered by John Harrod, an early Abaco acquisition, and for other financial services provided by the group.

Messenger is specialised in the country house market while Bridgers tends to handle less expensive properties. Messenger also has a commercial department, a professional department handling surveys and valuations and an antique and fine art saleroom in Godalming which generated 1985 fee income of £472,000.

Abaco will pay £4.32m in cash and issue 654,400 shares to put it on completion of the deal. Abaco's shares fell 5p to 88p yesterday.

**Dennmans reduction**

After a satisfactory opening quarter, the 1985-86 year is proving difficult for USM quoted Dennmans Electrical wholesaling group, and shareholders are being warned of a drop in the year's profit on previous lines.

The first half, to March 31, 1986, saw pre-tax profit fall by 10 per cent, from £492,000 to £445,000, mainly because of a failure to achieve sales targets, said the chairman Mr Arnold Dennman.

The second half, he added, would be affected by the initial costs of expansion into North West England, and he anticipated that the full year result would be less than last year.

The interim dividend is listed at 1.35p (1.25p) net.

Deals will start tomorrow.

**Cambium Venture cash call**

After a tax credit of £10,473

8 per cent and 40.64 per cent will be in public hands. Some 10m of the shares being placed represent sales by Mr Hughes and 31.

Around £1m will accrue to the group, which will be used for working capital, in particular for the development of its cold storage capacity.

Last year, Hughes made profits of £561,272 on turnover of £2.3m (excluding intra-group sales and charges). The group forecast not less than £2,000,000 for the year to February 28, 1987. That puts the shares on a prospective p/e of 14.5.

Deals will start tomorrow.

The rights issue will be in

Industry.

The oldest component of the Sandell Perkins group, JAS Swayne, was founded in 1783, and the present date dates from the merger of Sandell Perkins and Ingram Perkins in 1970.

Half of the group's 48 branches are based within greater London and the M25 ring, with the remainder stretching from Canterbury to Bristol.

Mr Tim Perkins, a 52-year-old chairman, said that the creation of a mark in the company's shares could enhance the opportunities available for financing future expansion.

County will be asking the company on the off and the broker will be acting &

Crickshank.

## FURTHER INCREASE IN HAMPER SALES RESULTS IN RECORD PROFITS

- SALES UP UP 25.7%
- PRE-TAX PROFIT UP 18.7%
- EARNINGS PER SHARE UP 20.9%

Year to 31st March	1983	1984	1985	1986
Sales	£24.4m	£28.6m	£39.2m	£49.3m
Pre-tax profit	£1.20m	£1.56m	£1.91m	£2.27m
Earnings per share	5.78p	8.01p	10.21p	12.34p
Dividends	Private Company	3.0p	3.6p	4.2p

Orders for Christmas 1986 at record level

New acquisitions trading successfully

Current year prospects excellent



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Ratings

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Dealer

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Floating Rate Notes Due January 1998

Notice is hereby given that the Notes will bear interest at 10% per annum for the interest period 14 July, 1986 to 14 October, 1986.

Interest payable on the relevant interest payment date, 14 October, 1986 will amount to £128.39 per £5,000 Note and £5,419.52 per £250,000 Note.

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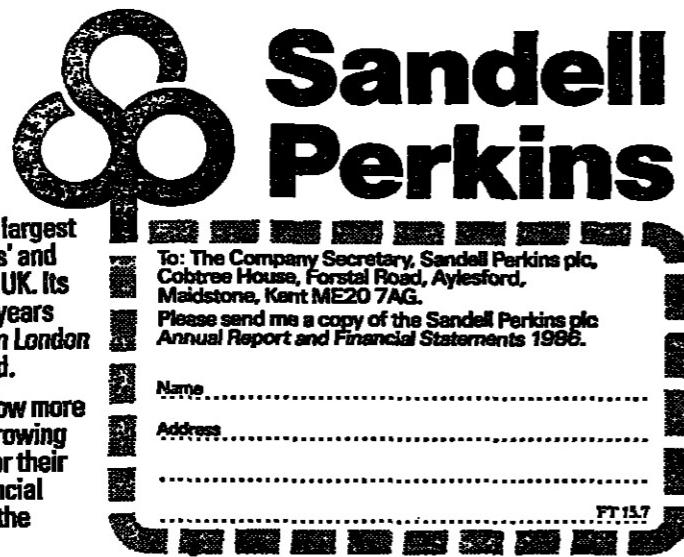
(Tel. Amsterdam, 20 / 64.45.66)

## UK COMPANY NEWS

ANNUAL RESULTS SANDELL PERKINS PLC  
BUILDERS AND TIMBER MERCHANTS**"Another year of excellent progress"**

Tim Perkins, Chairman

Year end 31 March	1986	1985
Turnover up 18%	£92.7m	£78.3m
Pre-tax Profit up 19%	£6.9m	£5.8m
Earnings per share up 10%	16.3p	14.8p
Dividend up 32%	5.0p	3.8p



Sandell Perkins is the largest privately owned builders' and timber merchants in the UK. Its roots go back over 200 years and it has 48 branches in London and the South of England.

If you would like to know more about this successful, growing company, please send for their Annual Report and Financial Statements 1986 using the coupon opposite.

**Rand Mines Group**

All companies are members of the Barlow Rand Group  
**Gold Mining Company Reports**  
for the Quarter ended 30th June, 1986

(All Companies incorporated in the Republic of South Africa)

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## REPORT OF THE DIRECTORS FOR THE QUARTER ENDED 30TH JUNE, 1986

## OPERATING RESULTS

Quarter	Quarter	6 months ended
Gold milled (t)	Gold milled (t)	Gold milled (t)
Gold produced (t)	Gold produced (t)	Gold produced (t)
Weld (t)	Weld (t)	Weld (t)
Revenue (R1 million):	Revenue (R1 million):	Revenue (R1 million):
Profit (R1 million):	Profit (R1 million):	Profit (R1 million):
Revenue (R1000's):	Revenue (R1000's):	Revenue (R1000's):
Cost (R1000's):	Cost (R1000's):	Cost (R1000's):
Profit before tax (R1000's):	Profit before tax (R1000's):	Profit before tax (R1000's):
Capital expenditure (R1000's):	Capital expenditure (R1000's):	Capital expenditure (R1000's):
Working profit (R1000's):	Working profit (R1000's):	Working profit (R1000's):
Dividend declared (R1000's):	Dividend declared (R1000's):	Dividend declared (R1000's):
DIVIDEND		
Final dividend No. 21 of 100 cents per share was declared on 28th June, 1986 payable on or about 1st August, 1986 to shareholders registered at the close of business on 27th June, 1986.		

## CAPITAL EXPENDITURE

There are commitments for capital expenditure amounting to R2 070 000. Capital expenditure for the financial year ended 30th June, 1987 is provisionally estimated at R21 million and will be reported on in more detail in the annual financial statements.

## TRUST AGREEMENT WITH DREIFONTEN CONSOLIDATED LIMITED

In terms of a tribute agreement between Dreifonten Consolidated Limited and this company dated 28th June, 1986, it is also to this company for the quarter ended 30th June, 1986. This amount has been taken into account in the current financial statements.

## ONE MILLION

One million in the March quarter was depressed due to the one week strike which resulted in a loss of approximately 44 000 tons.

## GOLD HEDGING

The company has sold gold in terms of its gold hedging operations, as detailed below:

Quarter	Kilograms of gold sold	Average realisable value per kilogram sold
1986-3rd	547	R20 028

For and on behalf of the board,

C. G. KNOPS (Chairman) | Directors

M. A. WATSON (Managing Director) | Directors

10th July, 1986

**DURBAN ROODEPOORT DEEP LIMITED**

Registration No. 01/09261/05

## ISSUED CAPITAL: R2 325 000 IN SHARES OF R1.00 EACH.

## REPORT OF THE DIRECTORS FOR THE QUARTER ENDED 30TH JUNE, 1986

## OPERATING RESULTS

Quarter	Quarter	6 months ended
Gold	Gold	Gold
Gold milled (t)	Gold milled (t)	Gold milled (t)
Gold produced (t)	Gold produced (t)	Gold produced (t)
Weld (t)	Weld (t)	Weld (t)
Cost (R1 million):	Cost (R1 million):	Cost (R1 million):
Revenue (R1 million):	Revenue (R1 million):	Revenue (R1 million):
Profit (R1 million):	Profit (R1 million):	Profit (R1 million):
Capital expenditure (R1000's):	Capital expenditure (R1000's):	Capital expenditure (R1000's):
Working profit—Gold	Working profit—Gold	Working profit—Gold
Dividends	Dividends	Dividends
Profit before taxation and State's share of profit ..	Profit before taxation and State's share of profit ..	Profit before taxation and State's share of profit ..
Taxation and State's share of profit ..	Taxation and State's share of profit ..	Taxation and State's share of profit ..
Profit after taxation and State's share of profit ..	Profit after taxation and State's share of profit ..	Profit after taxation and State's share of profit ..
Capital expenditure ..	Capital expenditure ..	Capital expenditure ..

It was decided not to declare an interim dividend for the half-year ended 30th June, 1986.

## CAPITAL EXPENDITURE

There are commitments for capital expenditure amounting to R865 000. The net capital expenditure for the remainder of the current financial year is R9.4 million.

## GOLD HEDGING

The company has sold gold in terms of its gold hedging operations, as detailed below:

Quarter	Kilograms of gold sold	Average realisable value per kilogram sold
1986-3rd	280	R20 336

For and on behalf of the board,

C. G. KNOPS (Chairman) | Directors

E. H. J. STOYELL | Directors

10th July, 1986

**Sale Tilney expands financial side**

BY NICK BUNKER

Sale Tilney, engaged in engineering, food processing and distribution, is stepping up its involvement in financial services by buying R. L. Stott, an Isle of Man private client stockbroker, and R. J. Temple, one of the UK's biggest investment advice and financial planning companies.

The group, whose pre-tax profits jumped by 32 per cent to £4.1m in 1985, already includes an insurance underwriting agency, a Lloyd's broker and a Swiss fund management company.

Mr Richard King, Sale Tilney's chairman, said the latest acquisitions reflected the general trend towards pro-

viding a comprehensive financial service within the same organisation."

Sale Tilney is paying £3.35m for R. L. Stott, made up of £2.68m cash and £670,000 from the issue of 262,225 new ordinary 25p shares in the group.

Stott was founded in 1882 and has been controlled by the Stott family for about 50 years. It made a pre-tax profit of £490,000 in the year to March 27, when it ceased trading as a partnership and was incorporated as a company.

With a private client base of about 2,500, it has specialised in investment advice to UK and foreign expatriates.

Mr Dursley Stott, the former senior partner, said he had been looking for opportunities to exploit markets outside the Isle of Man and had been approached by a number of financial institutions interested in purchasing the firm before opting to join forces with Sale Tilney.

The acquisition comes at a time when provincial brokers have been looking for new alliances with each other and with outside interests in the run-up to this October's Big Bang London stock market reforms.

Sale Tilney is to pay an initial consideration of £1m for R. J. Temple, £3.6m in cash and the

remainder in the issue of new Sale Tilney ordinary shares. A further consideration will be payable if this year R. J. Temple's profits exceed the 1985 pre-tax profit of £634,000.

R. J. Temple, which was founded in the 1960s as a tax consultancy, became an investment advice, insurance broking and financial planning company in the late 1970s.

Based in London and Brighton with 22 UK regional offices, it manages funds of £36m and has a client list of 6,000. It is expected to work closely with R. L. Stott. Mr Dursley Stott will join Temple's board.

**Improved margins behind rise at Sekers**

A FURTHER improvement in gross margin enabled Sekers International to lift its 1985-86 profits to £1.71m pre-tax, an increase of 28 per cent over the previous year's £1.23m.

Sales expanded throughout the year and reached £20.57m, an increase of 13 per cent.

The directors said that Sekers defied its traditional markets, but from the consolidation onto new markets.

They add that there had been a continuation of the capital expenditure programme and that plans were in place to continue this policy in the current year.

Trading profits for the year to 31 March were improved from £1.73m to £2.23m. Other operating income added £148,000 (£1.48).

Pre-tax profit were struck after taking account of an £84,000 rise in interest charges to £72,000.

Tax for the year was £11.000 (£465,000) at 60 per cent of £1.71m, up £266,000.

Earnings "wrote through" £4.37p ahead of £4.23p and a final dividend of 1.65p (£1.49) raises the total to 2.5p net per share.

Last November in their interim report (first half profits increased by 67 per cent to £631,000 pre-tax from turnover £14.1m) the directors said with the then level of activity and over book they remained confident about the full year's future.

At year-end, shareholders' funds totalled £6.56m (£5.51m). Net assets showed an improvement of 10.72p to 66.99p per share.

**Evode advances to £1.3m****George Dew**

STRUCK THIS time after an exceptional charge of £234,000 for redundancy and reorganisation costs, pre-tax profits of George Dew, civil engineer and building contractor, fell from £473,000 in the half year to May 4 1986.

After an increased tax charge of £184,000 (£116,000) earnings per 25p share were down from 4.5p to 2.8p. The net interim dividend is stepped up from 1.04p to 1.04p—last year's total was 6p at 2.3p—last year's total was 6p at 2.3p.

Turnover was down from £16.2m to £13.09m, which the directors said reflected their determination to be more selective in seeking work. There were some current interests in the sales of group property development together with the piping and laundry work.

While work in the United Arab Emirates continued on a reduced scale, Dew was maintaining good progress in the Oman.

S. J. Whitehead, the group's specialist stonemasonry contractor, was expanding steadily.

The piling division was busy and with the addition of the recently purchased Pilemaster vibrationless piling equipment, the directors looked forward to a further expansion of work.

**PROGRESS BY ITS MAINSTREAM BUSINESSES HELPED Evode Group, the adhesives, roofing, paints and plastics concern, to lift pre-tax profits by 15 per cent from £1.1m to £1.26m in the half year to March 29, 1986. Turnover rose 5 per cent to £2.82m, against £2.61m.**

After tax of £552,000, stated earnings per 25p share were 3.65p (3.56p), fully diluted. The net interim dividend is stepped up from 1.04p to 1.04p—last year's total was 6p at 2.3p.

Mr Andrew Simon, the chairman, said the company anticipated further progress in the current year. Longer term, Evode's commitment remained to the continued development of its technology and its recently formed "Forward Technology Group" was developing interesting opportunities which, he said, offered excellent prospects.

Despite relatively poor demand in some sectors, the adhesives and sealants division increased profits from £521,000 to £739,000. The benefits of the cost reduction programme implemented in the first quarter of the year came through in the first quarter of the current year, were showing through and there were interesting new developments.

Leasing profits added £4,000 (£2,000). Overall group operating profits were ahead from £1.63m to £1.87m, before interest and similar charges of £22,000 (£20,000).

Despite a relatively poor demand in some sectors, the adhesives and sealants division increased profits from £521,000 to £739,000. The benefits of the cost reduction programme implemented in the first quarter of the year came through in the first quarter of the current year, were showing through and there

EQUITIES

Issue Price	Latest Div.	1986	Stock	Closing Price	+ or -	No. Inv.	Total Value	Gross P.Z.
£	Date	High	Low	£	£		£	%
125 F.P.	24/7	162	136	340	-1	140,3	25,2	20.3
126 F.P.	127	127	114	340	-2	5,6	23	7.9
127 F.P.	120	120	105	340	-2	25,0	35.0	10.8
128 F.P.	—	71	65	44825	-71	11,0	42,0	24.0
129 F.P.	128	128	142	340	-2	24	44.8	12.1
130 F.P.	247	147	147	340	-2	21	43	10.5
131 F.P.	47	47	125	340	-3	18,4	32.4	13.5
132 F.P.	50	47	125	340	-2	24	20.0	12.0
133 F.P.	206	147	147	340	-2	24	47.0	12.0
134 F.P.	187	115	125	340	-2	14,2	20.8	12.1
135 F.P.	120	120	120	340	-2	24	21.4	12.1
136 F.P.	128	128	128	340	-2	15	23.0	12.1
137 F.P.	57	57	125	340	-2	12	24.8	12.1
138 F.P.	257	125	125	340	-2	24	24.8	12.1
139 F.P.	125	125	125	340	-2	14	24.8	12.1
140 F.P.	125	125	125	340	-2	14	24.8	12.1
141 F.P.	125	125	125	340	-2	14	24.8	12.1
142 F.P.	125	125	125	340	-2	14	24.8	12.1
143 F.P.	125	125	125	340	-2	14	24.8	12.1
144 F.P.	125	125	125	340	-2	14	24.8	12.1
145 F.P.	125	125	125	340	-2	14	24.8	12.1
146 F.P.	125	125	125	340	-2	14	24.8	12.1
147 F.P.	125	125	125	340	-2	14	24.8	12.1
148 F.P.	125	125	125	340	-2	14	24.8	12.1
149 F.P.	125	125	125	340	-2	14	24.8	12.1
150 F.P.	125	125	125	340	-2	14	24.8	12.1
151 F.P.	125	125	125	340	-2	14	24.8	12.1
152 F.P.	125	125	125	340	-2	14	24.8	12.1
153 F.P.	125	125	125	340	-2	14	24.8	12.1
154 F.P.	125	125	125	340	-2	14	24.8	12.1
155 F.P.	125	125	125	340	-2	14	24.8	12.1
156 F.P.	125	125	125	340	-2	14	24.8	12.1
157 F.P.	125	125	125	340	-2	14	24.8	12.1
158 F.P.	125	125	125	340	-2	14	24.8	12.1
159 F.P.	125	125	125	340	-2	14	24.8	12.1
160 F.P.	125	125	125	340	-2	14	24.8	12.1
161 F.P.	125	125	125	340	-2	14	24.8	12.1
162 F.P.	125	125	125	340	-2	14	24.8	12.1
163 F.P.	125	125	125	340	-2	14	24.8	12.1
164 F.P.	125	125	125	340	-2	14	24.8	12.1
165 F.P.	125	125	125	340	-2	14	24.8	12.1
166 F.P.	125	125	125	340	-2	14	24.8	12.1
167 F.P.	125	125	125	340	-2	14	24.8	12.1
168 F.P.	125	125	125	340	-2	14	24.8	12.1
169 F.P.	125	125	125	340	-2	14	24.8	12.1
170 F.P.	125	125	125	340	-2	14	24.8	12.1
171 F.P.	125	125	125	340	-2	14	24.8	12.1
172 F.P.	125	125	125	340	-2	14	24.8	12.1
173 F.P.	125	125	125	340	-2	14	24.8	12.1
174 F.P.	125	125	125	340	-2	14	24.8	12.1
175 F.P.	125	125	125	340	-2	14	24.8	12.1
176 F.P.	125	125	125	340	-2	14	24.8	12.1
177 F.P.	125	125	125	340	-2	14	24.8	12.1
178 F.P.	125	125	125	340	-2	14	24.8	12.1
179 F.P.	125	125	125	340	-2	14	24.8	12.1
180 F.P.	125	125	125	340	-2	14	24.8	12.1
181 F.P.	125	125	125	340	-2	14	24.8	12.1
182 F.P.	125	125	125	340	-2	14	24.8	12.1
183 F.P.	125	125	125	340	-2	14	24.8	12.1
184 F.P.	125	125	125	340	-2	14	24.8	12.1
185 F.P.	125	125	125	340	-2	14	24.8	12.1
186 F.P.	125	125	125	340	-2	14	24.8	12.1
187 F.P.	125	125	125	340	-2	14	24.8	12.1
188 F.P.	125	125	125	340	-2	14	24.8	12.1
189 F.P.	125	125	125	340	-2	14	24.8	12.1
190 F.P.	125	125	125	340	-2	14	24.8	12.1
191 F.P.	125	125	125	340	-2	14	24.8	12.1
192 F.P.	125	125	125	340	-2	14	24.8	12.1
193 F.P.	125	125	125	340	-2	14	24.8	12.1
194 F.P.	125	125	125	340	-2	14	24.8	12.1
195 F.P.	125	125	125	340	-2	14	24.8	12.1
196 F.P.	125	125	125	340	-2	14	24.8	12.1
197 F.P.	125	125	125	340	-2	14	24.8	12.1
198 F.P.	125	125	125	340	-2	14	24.8	12.1
199 F.P.	125	125	125	340	-2	14	24.8	12.1
200 F.P.	125	125	125	340	-2	14	24.8	12.1
201 F.P.	125	125	125	340	-2	14	24.8	12.1
202 F.P.	125	125	125	340	-2	14	24.8	12.1
203 F.P.	125	125	125	340	-2	14	24.8	12.1
204 F.P.	125	125	125	340	-2	14	24.8	12.1
205 F.P.	125	125	125	340	-2	14	24.8	12.1
206 F.P.	125	125	125	340	-2	14	24.8	12.1
207 F.P.	125	125	125	340	-2	14	24.8	12.1
208 F.P.	125	125	125	340	-2	14	24.8	12.1
209 F.P.	125	125	125	340	-2	14	24.8	12.1
210 F.P.	125	125	125	340	-2	14	24.8	12.1
211 F.P.	125	125	125	340	-2	14	24.8	12.1
212 F.P.	125	125	125	340	-2	14	24.8	12.1
213 F.P.	125	125	125	340	-2	14	24.8	12.1
214 F.P.	125	125	125	340	-2	14	24.8	12.1
215 F.P.	125	125	125	340	-2	14	24.8	12.1
216 F.P.	125	125	125	340	-2	14	24.8	12.1
217 F.P.	125	125	125	340	-2	14	24.8	12.1
218 F.P.	125	125	125	340				

## **AUTHORISED UNIT TRUSTS & INSURANCES**

## **INSURANCE, OVERSEAS & MONEY FUNDS**

# **OFFSHORE AND OVERSEAS**

# INSURANCE, OVERSEAS & MONEY FUNDS







**Financial Times Tuesday July 15 1986**





*Prices at 3pm, July 14*

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

# Kidder, Peabody International Limited

### **Introduction and Results**

An affiliate of  
**Kidder, Peabody & Co.**  
Incorporated

*Incorporated  
Founded 1865*

## NYSE COMPOSITE PRICES

Continued from Page 44

12 Month High	Low	Stock No.	Y.M. E	100s High	Low	Close Prev.	Chg. Prev.	12 Month High	Low	Stock No.	Y.M. E	100s High	Low	Close Prev.	Chg. Prev.		
101.70	97.50	OAT	48	1.15	100	100	-1/2	101.70	97.50	OBG	48	1.15	100	100	-1/2	101.70	97.50
24.21	21.50	OCIO	22	1.22	100	100	+1/2	24.21	21.50	ODC	22	1.22	100	100	+1/2	24.21	21.50
12.00	11.25	ODL	50	1.23	100	100	+1/2	12.00	11.25	ODL	50	1.23	100	100	+1/2	12.00	11.25
9.25	8.75	ODL	51	1.24	100	100	+1/2	9.25	8.75	ODL	51	1.24	100	100	+1/2	9.25	8.75
1.50	1.30	ODL	52	1.25	100	100	+1/2	1.50	1.30	ODL	52	1.25	100	100	+1/2	1.50	1.30
1.00	0.90	ODL	53	1.26	100	100	+1/2	1.00	0.90	ODL	53	1.26	100	100	+1/2	1.00	0.90
0.80	0.70	ODL	54	1.27	100	100	+1/2	0.80	0.70	ODL	54	1.27	100	100	+1/2	0.80	0.70
0.60	0.50	ODL	55	1.28	100	100	+1/2	0.60	0.50	ODL	55	1.28	100	100	+1/2	0.60	0.50
0.50	0.40	ODL	56	1.29	100	100	+1/2	0.50	0.40	ODL	56	1.29	100	100	+1/2	0.50	0.40
0.40	0.30	ODL	57	1.30	100	100	+1/2	0.40	0.30	ODL	57	1.30	100	100	+1/2	0.40	0.30
0.30	0.20	ODL	58	1.31	100	100	+1/2	0.30	0.20	ODL	58	1.31	100	100	+1/2	0.30	0.20
0.20	0.10	ODL	59	1.32	100	100	+1/2	0.20	0.10	ODL	59	1.32	100	100	+1/2	0.20	0.10
0.10	0.05	ODL	60	1.33	100	100	+1/2	0.10	0.05	ODL	60	1.33	100	100	+1/2	0.10	0.05
0.05	0.02	ODL	61	1.34	100	100	+1/2	0.05	0.02	ODL	61	1.34	100	100	+1/2	0.05	0.02
0.02	0.01	ODL	62	1.35	100	100	+1/2	0.02	0.01	ODL	62	1.35	100	100	+1/2	0.02	0.01
0.01	0.005	ODL	63	1.36	100	100	+1/2	0.01	0.005	ODL	63	1.36	100	100	+1/2	0.01	0.005
0.005	0.002	ODL	64	1.37	100	100	+1/2	0.005	0.002	ODL	64	1.37	100	100	+1/2	0.005	0.002
0.002	0.001	ODL	65	1.38	100	100	+1/2	0.002	0.001	ODL	65	1.38	100	100	+1/2	0.002	0.001
0.001	0.0005	ODL	66	1.39	100	100	+1/2	0.001	0.0005	ODL	66	1.39	100	100	+1/2	0.001	0.0005
0.0005	0.0002	ODL	67	1.40	100	100	+1/2	0.0005	0.0002	ODL	67	1.40	100	100	+1/2	0.0005	0.0002
0.0002	0.0001	ODL	68	1.41	100	100	+1/2	0.0002	0.0001	ODL	68	1.41	100	100	+1/2	0.0002	0.0001
0.0001	0.00005	ODL	69	1.42	100	100	+1/2	0.0001	0.00005	ODL	69	1.42	100	100	+1/2	0.0001	0.00005
0.00005	0.00002	ODL	70	1.43	100	100	+1/2	0.00005	0.00002	ODL	70	1.43	100	100	+1/2	0.00005	0.00002
0.00002	0.00001	ODL	71	1.44	100	100	+1/2	0.00002	0.00001	ODL	71	1.44	100	100	+1/2	0.00002	0.00001
0.00001	0.000005	ODL	72	1.45	100	100	+1/2	0.00001	0.000005	ODL	72	1.45	100	100	+1/2	0.00001	0.000005
0.000005	0.000002	ODL	73	1.46	100	100	+1/2	0.000005	0.000002	ODL	73	1.46	100	100	+1/2	0.000005	0.000002
0.000002	0.000001	ODL	74	1.47	100	100	+1/2	0.000002	0.000001	ODL	74	1.47	100	100	+1/2	0.000002	0.000001
0.000001	0.0000005	ODL	75	1.48	100	100	+1/2	0.000001	0.0000005	ODL	75	1.48	100	100	+1/2	0.000001	0.0000005
0.0000005	0.0000002	ODL	76	1.49	100	100	+1/2	0.0000005	0.0000002	ODL	76	1.49	100	100	+1/2	0.0000005	0.0000002
0.0000002	0.0000001	ODL	77	1.50	100	100	+1/2	0.0000002	0.0000001	ODL	77	1.50	100	100	+1/2	0.0000002	0.0000001
0.0000001	0.00000005	ODL	78	1.51	100	100	+1/2	0.0000001	0.00000005	ODL	78	1.51	100	100	+1/2	0.0000001	0.00000005
0.00000005	0.00000002	ODL	79	1.52	100	100	+1/2	0.00000005	0.00000002	ODL	79	1.52	100	100	+1/2	0.00000005	0.00000002
0.00000002	0.00000001	ODL	80	1.53	100	100	+1/2	0.00000002	0.00000001	ODL	80	1.53	100	100	+1/2	0.00000002	0.00000001
0.00000001	0.000000005	ODL	81	1.54	100	100	+1/2	0.00000001	0.000000005	ODL	81	1.54	100	100	+1/2	0.00000001	0.000000005
0.000000005	0.000000002	ODL	82	1.55	100	100	+1/2	0.000000005	0.000000002	ODL	82	1.55	100	100	+1/2	0.000000005	0.000000002
0.000000002	0.000000001	ODL	83	1.56	100	100	+1/2	0.000000002	0.000000001	ODL	83	1.56	100	100	+1/2	0.000000002	0.000000001
0.000000001	0.0000000005	ODL	84	1.57	100	100	+1/2	0.000000001	0.0000000005	ODL	84	1.57	100	100	+1/2	0.000000001	0.0000000005
0.0000000005	0.0000000002	ODL	85	1.58	100	100	+1/2	0.0000000005	0.0000000002	ODL	85	1.58	100	100	+1/2	0.0000000005	0.0000000002
0.0000000002	0.0000000001	ODL	86	1.59	100	100	+1/2	0.0000000002	0.0000000001	ODL	86	1.59	100	100	+1/2	0.0000000002	0.0000000001
0.0000000001	0.00000000005	ODL	87	1.60	100	100	+1/2	0.0000000001	0.00000000005	ODL	87	1.60	100	100	+1/2	0.0000000001	0.00000000005
0.00000000005	0.00000000002	ODL	88	1.61	100	100	+1/2	0.00000000005	0.00000000002	ODL	88	1.61	100	100	+1/2	0.00000000005	0.00000000002
0.00000000002	0.00000000001	ODL	89	1.62	100	100	+1/2	0.00000000002	0.00000000001	ODL	89						

# FINANCIAL TIMES

## WORLD STOCK MARKETS

### WALL STREET

### Sour start to reporting season

THE CORPORATE reporting season started the week on a sour note as Wall Street recouped swiftly yesterday at poor results from market bellwether IBM, writes Paul Hannon in New York.

Disappointment with IBM's results unsettled sentiment, despite the cut in the prime rate on Friday by the leading banks, although the bond market firmed with gains of up to a 1/4 point among key issues.

At 5pm the Dow Jones industrial average was down 23.77 at 1,797.66.

The unexpected poor second-quarter showing by IBM, which retreated \$2½ to \$141 in heavy volume, prompted a broad retreat among high technology stocks initially and the wider market later.

NCR dropped \$1½ to \$50½ despite its higher second-quarter figures. Digital Equipment weakened \$1½ to \$87, closely followed by Hewlett Packard's \$1½ fall to \$38¾. Cray Research traded \$2½ lower to \$83¾.

Among other blue chips, GM lost \$1 to \$75 on its intention to cut capital spending for the next few years. ITT retreated

\$1½ to \$55½ and GE slipped \$1 to \$76 after announcing plans to restructure its turbine business.

A batch of figures in the banking sector did little to bolster confidence. A surge in six-month earnings for J.P. Morgan had little impact as the stock eased \$1½ to \$85½. First Chicago, also reporting higher results, held unchanged at \$30¼. Chase Manhattan managed to trade steady at \$40½ in thin volume on higher earnings. Chemical New York's poorer second-quarter results prompted it to fall \$1 to \$47½.

Ford led the Detroit car makers with its \$1½ advance to \$53½, while Chrysler dipped \$1½ to \$35½. American Motors was unchanged at \$4½. Car components group Dana Corp dropped \$1½ to \$31½ on weaker second-quarter profits, despite higher sales.

Other features included heavy trading in Safeway Stores after last week's bid by Dart Group. Safeway dipped \$1½ to \$55.

PepsiCo declined \$1½ to \$40½ in active trading on its plan to purchase the international operations of Seven-Up from Philip Morris for \$246m. Philip Morris edged \$1½ lower to \$72½. Coca-Cola lost \$1 to \$40.

NL Industries, the diversified petroleum services group, added \$1½ to \$15½ after the board rejected an inadequate tender offer made by an affiliate of Mr Harold Simmons.

Texas Eastern, the gas pipeline group, dropped \$3½ to \$30½ on accounting changes that will cut year-end earnings by \$130m. Panhandle Eastern firmed \$1 to \$6½ in heavy trading.

Singer fell \$1½ to \$57½ as the group forecast a \$4m loss for the second quarter due to write-offs.

Sherwin-Williams, the large US painter, slipped \$1½ to \$25½ on second-quarter figures and in reaction to last week's announcement that it hoped to sell its drug stores subsidiary.

Loral, the defence contractor, moved against the trend with its \$1½ gain to \$46 despite losing out to Lockheed in the race to buy Sanders Associates. Lockheed was steady at \$51½ and Sanders dipped \$1½ to \$51½.

Zenith Laboratories the pharmaceuticals group, lost \$1½ to \$13 following weekend press comment, while Abbott Laboratories dipped \$1 to \$50 in moderate turnover.

Entertainment group Walt Disney slipped \$1½ to \$48½ despite recent broker recommendations.

On the American Stock Exchange, Wickes was unchanged at \$55 in heavy turnover, while Wang Laboratories edged \$1½ higher to \$13½. Profit-takers trimmed some of Harley Davidson's gains of last week with a \$1 drop to \$12½. Restaurant group Horn & Hardart lost \$1 to \$12½.

In the bond market, prices opened lower with many operators keeping a watchful eye on the dollar's exchange rate. The Treasury's key long bond, the 7½ of 2016, reversed early losses to trade ½ higher at 101½, yielding 7.14 per cent. The 7½ of 1996 rose ½ to 100½ to yield 7.24 per cent.

Federal funds opened at 6½ and remained pegged at this level for most of the session. The Federal Reserve also announced three-day system repurchases.

Rates on Treasury bills were mixed with the three-month issue up four basis points to 5.79 per cent and the six-month issue up one basis point to 5.82 per cent. The 12-month bill was unchanged at 5.83 per cent.

Thin trading among municipals left most prices at or near their closing Friday level.

### LONDON

WORRIES about sterling dominated London yesterday. A further setback for the pound against other major currencies and a fresh slide in spot crude prices sent gilts and blue-chip industries into retreat.

The FT Ordinary index closed 27.4 down at 1,309.9, while the more broadly based FT-SE share index dipped 23.1 to 1,597.3.

The first day of the new account in the equity sectors saw buyers going to ground amid the uncertainty and leading issues moved progressively lower on occasional nervous offerings.

Despite the surrounding gloom there were still some good rises, mainly on takeover speculation, while weekend press comment also resulted in several good gains.

Chief price changes, Page 43; Details, Page 42; Share Information service, Page 40-41

### INTEREST RATES

Euro-currencies July 14 Prev  
(3-month offered rate)

£ 10% 10%  
\$ 5½% 5½%  
DE 4% 4%  
FF 7½% 7½%

FT London Interbank fixing (offered rate)

3-month US\$ 6½% 6½%  
6-month US\$ 6½% 6½%  
US\$-month CDs 7½% 6½%  
US\$-month T-bills 6.30 6.475

Source: Harris Trust Savings Bank

### US BONDS

Treasury July 10 Prev

Price Yield Price Yield

7½ 1988 100½ 6.549 100½ 6.723  
7½ 1993 100½ 7.174 99½ 7.272  
7½ 1995 100½ 7.255 100½ 7.228  
7½ 2016 101½ 7.16 101 7.167

Source: Merrill Lynch

### TREASURY INDEX

Maturity Return July 14 Yield Day's Yield Day's change

1-30 153.94 +0.31 7.25 -0.03

1-10 146.24 +0.24 7.04 -0.03

1-3 137.36 +0.13 6.71 -0.02

3-5 148.41 +0.23 7.21 -0.04

15-30 181.63 +0.58 7.95 -0.03

Source: Merrill Lynch

### INDUSTRIALS

Corporate July 14 Prev

Price Yield Price Yield

AT & T 3½ 1990 92% 6.09 92% 6.08

SCBT South Central 10½ 1993 106% 9.57 106% 9.59

Philco-Sai 8 April 1995 98.85 8.20 98.327 8.25

TRW 8½ March 1995 103% 8.30 102.6 8.35

9½ March 2015 105 8.27 104½ 9.42

General Motors 9½ April 2016 92% 8.84 92% 8.84

Citicorp 9½ March 2016 97.78 9.60 97.78 9.60

Source: Salomon Brothers

### FINANCIAL FUTURES

CHICAGO Latest High Low Prev

US Treasury Bonds (GBT) 8½ 32nds of 100½

Sept 100-07 100-11 98-31 98-12

US Treasury Bills (BMB)

\$1m points of 100%

Sept n/a 94.54 94.45 94.48

Certificates of Deposit (MBB)

\$1m points of 100%

Sept 93.94 93.94 93.94 93.94

LONDON Three-month Eurodollar

\$1m points of 100%

Sept 93.58 93.57 93.54 93.55

20-year National Gilt

£50,000 32nds of 100%

Sept 119-15 120-18 119-05 121-07

\* Latest available figures

### EUROPE

### A new sense of direction is awaited

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Frankfurt was mixed in light trade.

Some demand emerged for export stocks in response to a firmer dollar but this was balanced by profit-taking in response to last week's strong advance.

The Commerzbank index fell 8.8 to 1,875.8.

Motor and chemicals issues benefited

from the stronger US currency. Daimler-Benz advanced DM 1 to DM 1,335,

while BMW put on DM 4 to DM 576 and Volkswagen was DM 2.80 higher at DM 468.80.

In the chemicals sector, Hoechst edged DM 1 ahead to DM 2,850 and Bayer 80 pf to DM 2,886.30.

BASF put on 70 pf to DM 258.90. It

plans to sell its Frankfurt-based printing

unit subsidiary, Hartmann Druckfarben,

to Japan's Dainippon Ink and Chemicals, in return for West German cartel

office approval for its purchase of Inmont Corporation at last Friday.

Profit-taking took the banks lower.

Dresdner shed DM 4 to DM 408.70, Commerzbank DM 3.50 to DM 298

and Deutsche 50 pf to DM 759.50. Among mixed store shares, Kaufhof firmed DM 4 to DM 450 but Karstadt was DM 3 lower at DM 369.

Bond Leu put on SFr 25 to SFr 2,750

and Dow Banking SFr 40 to SFr 40 from its issue price to SFr 840.

Stockholm and Oslo both managed to end marginally firmer, despite a marked absence of investor enthusiasm.

Milan was sharply down amid book-

squaring at the end of the bourse month

and Madrid was easier in quiet trade.

Paris markets were closed for a public holiday.

Other internationals were mostly lower. Akzo shed Fl 2.30 to Fl 165.30 and Royal Dutch Fl 2.30 to Fl 50.50, while KLM was 60 cents easier at Fl 48.30.

Most insurers were easier but Publisher VNU moved against the trend with a Fl 3 rise to Fl 340.

Bond prices were little changed in very quiet trade.

Investors in Brussels were left on the sidelines by a newspaper report quoting Mr Philippe Maystadt, the economic affairs minister, who said that Government plans to save BEF 30bn from its 1987 budget through a renegotiation of its internal debt must involve real sacrifice by Belgian banks and other institutional lenders.

Utilities - always sensitive to political trends - turned lower with Intercom down BEF 100 at BEF 3,610.

Among holding companies, Groupe Bruxelles Lambert fell BEF 5 to BEF 315 in heavy volume. The activity was attributed to the company's issue of bonds with warrants carrying higher rates than the dividend on GBL stock.

A cautious approach was made in Zurich. Volume was very low with the only notable activity in the banking sector.

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### HONG KONG

LATE BARGAIN hunting sent prices sharply higher in moderately active Hong Kong trading and the Hang Seng index closed up 18.24 at 1,739.93.

Rumours that Hongkong Land planned a corporate announcement also pushed prices higher. The statement that the company is considering transferring its food and trading division to shareholders came after the market had closed. The shares ended 20 cents higher at HK\$5.9.

Brokers said selling by overseas institutions took prices lower early in the session but local investors moved in later, buying mainly properties and utilities.

China Gas rose 60 cents to HK\$15.9, China Light added 10 cents to HK\$14.9, while Hang Seng Bank shed 25 cents to HK\$33.75.

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